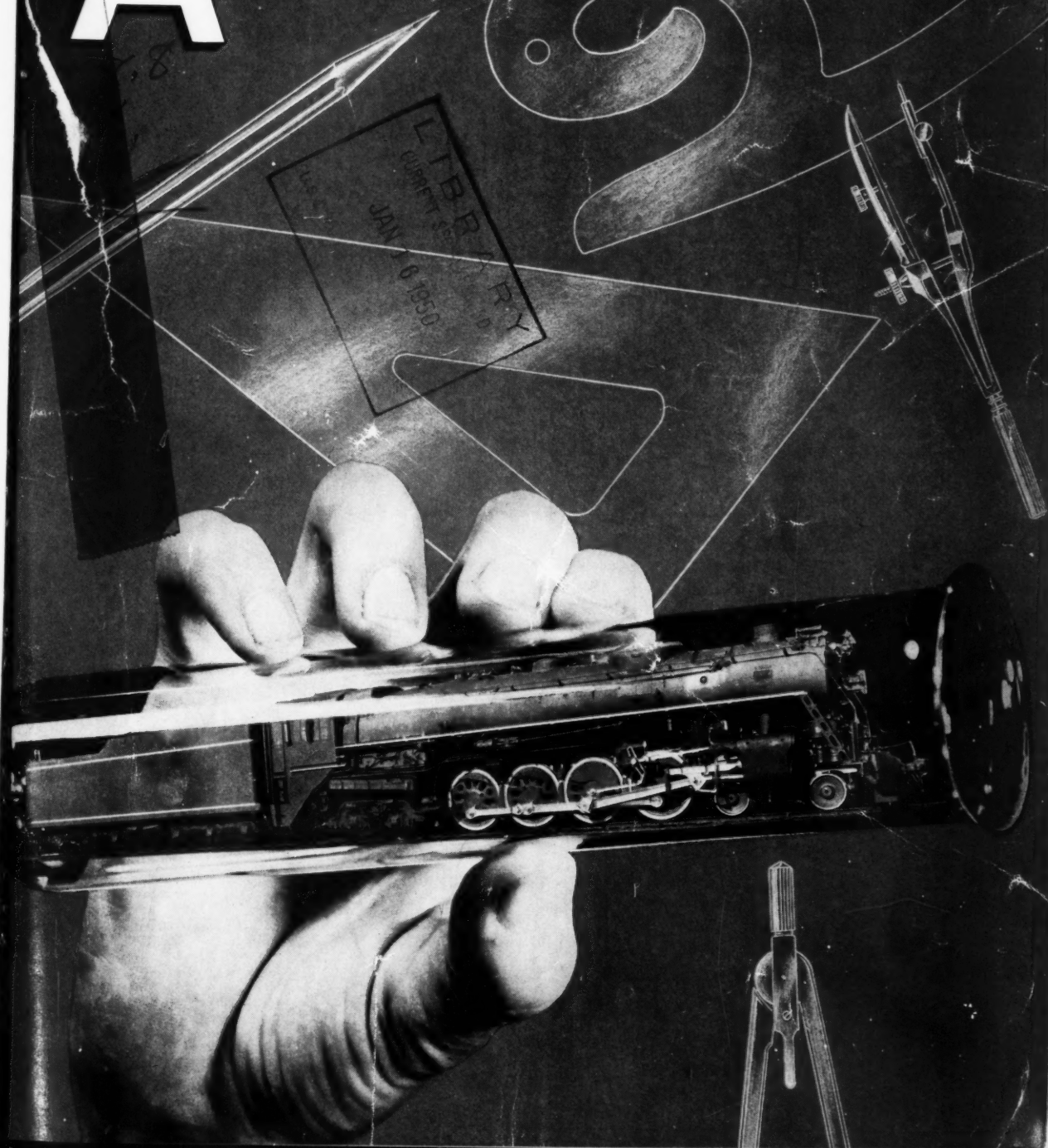


DISTRIBUTION PAGE

JANUARY, 1950



BETTER PROTECTION
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... IT PAYS 2 WAYS TO
SAFEGUARD YOUR PROPERTY

Automatically

Many Businessmen Are Saving Money by Adopting
ADT Central Station Automatic Protection Services

The high degree of security against fire, burglary and other hazards provided by ADT Automatic Protection Services in most cases makes it possible to effect substantial economies through modification of other more costly but less effective protective measures.

ADT AUTOMATIC PROTECTION SERVICES

BURGLAR ALARM SERVICE

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AUTOMATIC INDUSTRIAL PROCESS SUPERVISORY SERVICE

We shall be glad to explain how these services may be applied to solve your particular protection problem.

ADT

AMERICAN DISTRICT TELEGRAPH CO.
155 SIXTH AVENUE, NEW YORK 13, N. Y.
Central Stations in All Principal Cities

NEW BAKER FORK TRUCK

710863
Model FT

*Costs less to buy—
Does more work per dollar—
because of its
100% FUNCTIONAL
DESIGN*

Specifications

CAPACITY—3,000 and 4,000 pounds.

WIDTH—35 inches.

TURNING—Operates in 64 inch minimum intersecting aisles with 36 inch forks. Outside turning radius 73 inches. Requires only 89½ inches plus length of load for right angle turn.

WEIGHT—with battery—approximately 6,600 pounds for FT-30 (3,000 pounds capacity), 7,500 pounds for FT-40 (4,000 pounds capacity.)

BATTERY—36 V., 400-500 Amp.-hrs.

SPARK ENCLOSED CONSTRUCTION—available at extra cost for safe intermittent operation in gas and dust laden surroundings.

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Heavy-duty, automotive type shock-proof steer with proper geometry to prevent scrubbing of tires. Knuckle-type axle with rubber-mounted longitudinal pivot provides compensation for uneven roadways.

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Heavy gauge, unit-welded with integral hydraulic tank. Steel plate bumper providing effective counterweight, welded integral with frame for greater rigidity and strength.

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of The Baker-Raulang Company

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126 INCH TELESCOPING LIFT

64 in. single lift, 63 in. free lift, with 83 in. overall height. Low-pressure hydraulic system for greater safety and lower maintenance.

GREATER VISIBILITY

Due to off-center position of operator, cut-away design of dash panel, and construction of uprights and hoist.

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Comfortable padded seat and backrest. Entry from either side. Tilted-type automotive steering wheel. Directional, hoist, and tilt control levers to right of wheel. Foot-size accelerator pedal.

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Provide a softer ride, longer wear, high power efficiency and greater traction.

WORM DRIVE AXLE

Exclusive rugged and simple design for maximum efficiency and long life.

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Travel and auxiliary motors designed by Baker especially for industrial truck application.

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Write for full descriptive data and prices and see for yourself why the Baker FT costs less to buy and does more work per dollar because of its 100% functional design.

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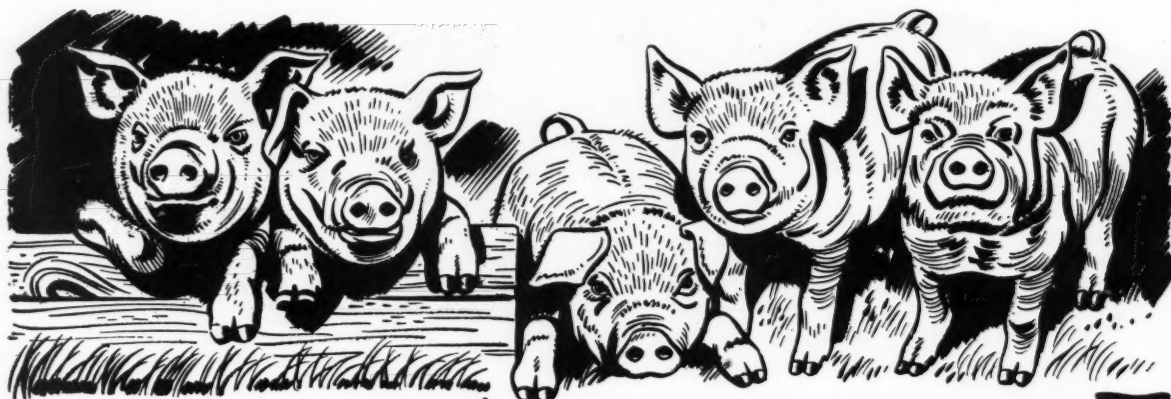
CRANE

TRACTOR

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ALONG THE WAY...OF TWA

THESE LITTLE PIGS "FLEW" TO MARKET....



UP...UP...UP...



TWA AIR CARGO AND MAIL CARRIED FIRST SIX MONTHS OF 1949 EXCEEDED 17,800,000 TON MILES. IN LIKE PERIOD, **TWA** INTERNATIONAL AIR CARGO INCREASED

87%. EVERY DAY...MORE AND MORE SHIPPERS USE **TWA**. BETTER GET RATES...THEY'RE LOWEST IN **TWA** HISTORY!



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HELPS SPEED SHIPMENTS TO DESTINATION. COMPLETE ADDRESS PREVENTS MISTAKES...ELIMINATES DELAYS...INSURES PROMPT HANDLING.

BLUE-BLOOD PORKERS...PRIDE OF THE MID-WEST...RECENTLY TOOK TO THE AIR ABOARD A COMFORTABLE **TWA** (TRANS WORLD AIRLINE) ALL-CARGO PLANE BOUND FOR ROME. PIGGIES WERE CONSIGNED TO ITALIAN EXPERIMENTAL AGRICULTURAL STATION AT CREMONA. WHY NOT LOOK INTO THIS EASY...LOW-COST WAY OF SHIPPING ALMOST ANYTHING ALMOST ANYWHERE? MAY SAVE YOU MONEY.



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CARGO DESTINED TO SWISS CENTER. EACH OVERSEAS PORT OF CALL HAS ITS OWN MARK STAMPED ON LABELS (**TWA** DOES THE STAMPING) SPEEDS SHIPMENTS ABOARD **TWA** ALL-CARGO "GLOBE FREIGHTERS." KEEP **TWA** IN MIND.

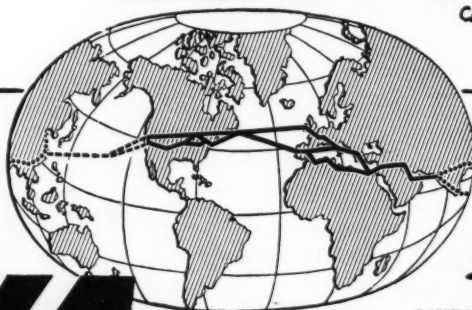


TWA PICK-UP SERVICE

SHIPPERS ALMOST EVERYWHERE GET **TWA** AIR CARGO MOVING FAST BY PHONING NEAREST **TWA** OFFICE AND REQUESTING THAT "PICK-UP" TRUCK CALL FOR SHIPMENT. CONVENIENT, SAVES TIME.

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Fact... You can easily get confirmation of safe arrival of your shipment overseas by phoning TWA a day or so after arrival. Call TWA or your own international freight forwarder.



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U.S.A. • EUROPE • AFRICA • ASIA



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Fact... Fastest way is via **TWA**. **TWA** Air Cargo goes places in a hurry. Direct shipments without off-loading require less crating... save packing costs... save time... save worry and work. Be smart. Get details today about **TWA**. Air Parcel Post speeds small packages in the U. S. and Overseas.

FRONT COVER

Test-tube research involves much more than the scientific laboratory. It means organization, planning, methods and above all, men. These elements, in the proper proportion and integrated in the highest degree, will produce the "combined research" necessary for the further progress of transportation. Photo courtesy of Assn. of American Railroads.



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Publisher and Editor

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o o o

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January, 1950

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STATEMENT OF POLICY . . . Our policy is based on the premise that distribution embraces all activities incident to the movement of goods in commerce. If distribution is to be made more efficient and economical, we believe business management must consider more than sales, because more than sales are involved. Marketing, while vital, is one phase only of distribution; seven other practical activities not only are necessary but condition marketing costs. Most commodities require handling, packing, transportation, warehousing, financing, insurance, and service and maintenance of one kind or another before, during or after marketing. We regard all of these activities as essential parts of distribution. Hence, the policy of DISTRIBUTION AGE is to give its readers sound ideas and factual information on methods and practices that will help them to improve and simplify their operations and to standardize and reduce their costs in all phases of distribution.



"Joe's O.K. He's one of us..!"

What does he mean—"One of us"?

You know what he means. Joe spells his name right. His religion is right. His folks come from the right part of the world.

Yes, maybe Joe is O. K.

But the fellow who says "He's one of us"—that fellow isn't O. K. He's intolerant. Blind, unreasoning prejudice makes him think he's better than somebody else.

In your employ there may be some prejudiced folks like this. They may work for you . . . but they don't work *together with others* for you. Not very well they don't. And you ought to do something to show them

how wrong they are. You ought to do it for America's sake . . . for your own sake.

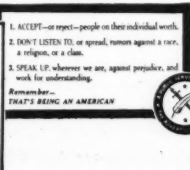
The Advertising Council is asking you to join hands with it in promoting *fair play* to all regardless of race, religion or national origin.

Display one of these posters in your office or your factory. Let men and women of good will know that there are other men and women of good will who believe as they do.

Help make yours a more friendly community in which more personal and direct methods may flourish and take root.

It will serve you while it serves America.

Post these
messages in
a public
place!
Copies are
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THE ADVERTISING COUNCIL, INC. • 25 W. 45TH ST., NEW YORK 19, N.Y.

A non-profit organization representing all phases of advertising, dedicated to the use of advertising in public service.

Accept or reject people on their individual worth.

New...Competitive COMMODITY RATES



—for Delta airFREIGHT

Savings Up to 30%; Many Rates Below First Class Rail

Delta Air Lines is now setting up low-cost commodity rates which will save you both days and dollars on shipments to and through the South. Savings of 20 to 30% apply to nearly all modern commodities; only poultry, livestock and a few other items are excluded.

Here is just one example of how rates have been slashed:

100 LBS. FROM CHICAGO TO ATLANTA

Present AirFREIGHT rate \$6.70

New commodity rate 4.55
(pick-up extra, but optional)

1st class rail express 6.00
(no option on paying for pick-up)

Write today for complete commodity rates to points you ship to or from in the South. Delta connects with 16 other certificated airlines at key terminals; we send you rates from Delta terminal nearest you if you are off-line. Tables show commodity rates, pick-up fees and cost comparisons with rail express for same destinations. You can see the savings at a glance.

Delta AirFREIGHT flies on all passenger planes, also in special Flying Freighters. No waiting for full loads; your shipments move on schedule.

**START
SAVING
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Phone or Mail Coupon NOW!



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Delta Air Lines, Inc.
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Please send me new Commodity Rate tables for shipments

from _____

to _____

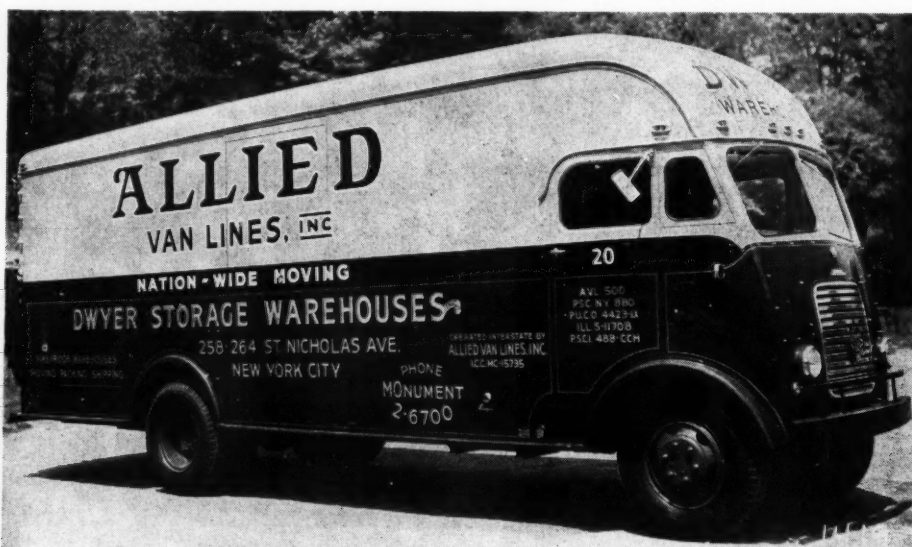
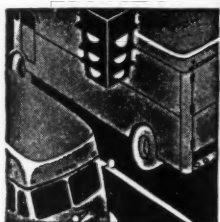
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Street _____

City _____ State _____

DELTA airFREIGHT OFTEN COSTS LESS PER CWT. THAN FIRST CLASS RAIL EXPRESS

1950—another year in which TOP-QUALITY will pay off



This is the time of year when prophets busy themselves with guessing what is going to happen in 1950.

A lot of these predictions will go awry before the year is over—but here's one that won't:

People who make a point of looking for top-quality in the things they buy will get the most for their money.

If you are going to invest in a new van this year you'll be interested in the reasons why men from one end of the U. S. to the other make it a point to own Gerstenslager Vans, built to individual specifications in Wooster, Ohio.

One of our sales engineers will be glad to talk to you about it.

THE GERSTENSLAGER CO.

Wooster, Ohio

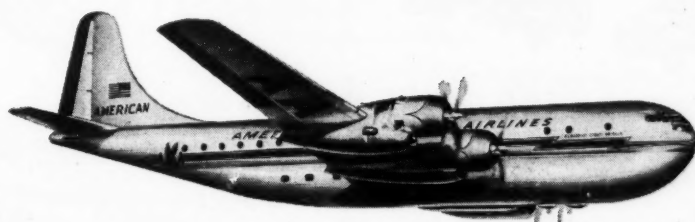
Established 1860

GERSTENSLAGER

custom-built

Van Bodies

SHIP OVERSEAS OVERNIGHT



by American Airlines

*Time saved in the air
means dollars saved on the ground*

WHEN YOU SHIP American, it's merely a matter of hours till your cargo reaches its destination. It moves directly from point to point without coastal delays or time consuming overland haulage. This extra dividend in time cuts down minimum inventory requirements. You save on markdowns.

For details about American's complete, direct-action cargo service, call or write your nearest American Airlines office or American Airlines, Inc., Cargo Division, 100 East 42nd Street, New York 17, New York—or contact your international Cargo Agent.

AMERICAN AIRLINES

AMERICAN AIRLINES, INC. • AMERICAN OVERSEAS AIRLINES, INC.

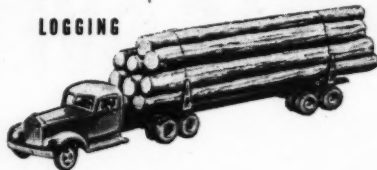


- One-carrier service from 70 cities in U.S., Canada and Mexico
- Faster clearance, expedited reforwarding to consignee
- New rate reductions by recent currency devaluation abroad

On Their Jobs in Over



SAND & GRAVEL



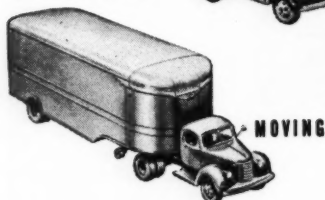
LOGGING



PETROLEUM

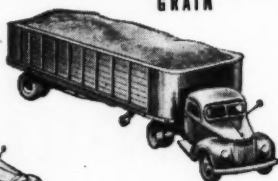


STEEL

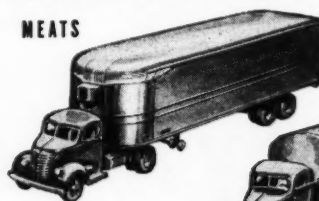


MOVING

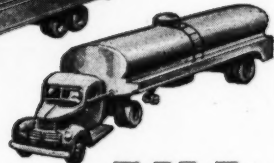
100 Different Industries



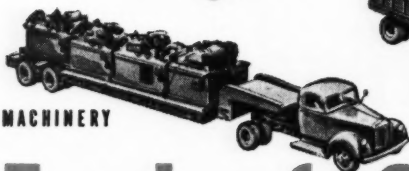
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MEATS



MILK



MACHINERY

Fruehaufs Outperform Them All!

YOU'LL find Fruehaufs *on the job* in over 100 different industries . . . hauling everything from lumber to livestock. And nearly everywhere, operating records show they're hauling the biggest loads the longest . . . costing less per mile, per day and per year of their continuous, uninterrupted operation.

The reason for Fruehauf's outstanding performance is basic. They're built to their jobs! They're *engineered*, from the ground up, for greater on-the-job efficiency—with feature after feature found in no other Trailer.

Fruehauf's *standard* line of Trailers offers a selection of over *seventeen* different body types. If one of these isn't the answer to your needs, Fruehauf engineers will design a unit especially for you.

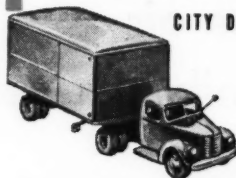
Ask your nearest Fruehauf representative—or write us—for a free copy of our 40-page catalog.

World's Largest Builders of Truck-Trailers

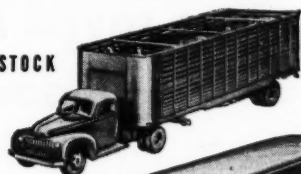
FRUEHAUF TRAILER COMPANY

DETROIT 32 • LOS ANGELES 11

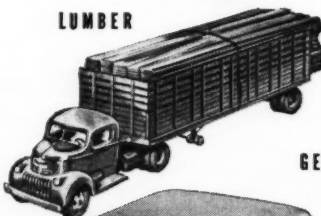
In Canada: Weston, Ont.



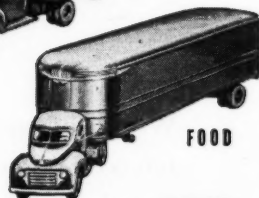
CITY DELIVERY



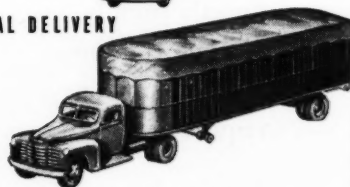
LIVESTOCK



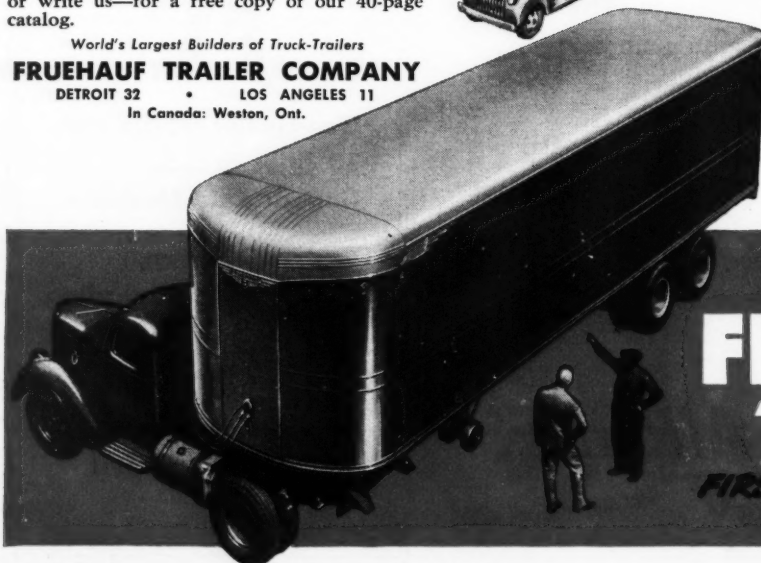
LUMBER



FOOD



GENERAL DELIVERY



FRUEHAUF Trailers

FIRST IN TRUCK-TRAILER TRANSPORT!

EDITORIAL COMMENT



1950 Looks Good for Business

OU'RE putting on an educational program? Why limit it to your own products? Why not take the broad view that, as general industry goes, so goes your own industry—and your own plant, for that matter.

Some industry associations are awakening to that fact. Take the Material Handling Institute's annual meeting at the Hotel Commodore in New York, just the other day. The materials handling industry, for the first time in its long history, is initiating an educational drive of industry-wide scope. Its objective is to acquaint all industry with the various methods of efficient handling—whether with mechanically or manually operated equipment—in terms of higher total productivity, productivity per man-hour and general efficiency, both in the production and distribution fields.

That is thinking in terms of general industry. Another and important indication of this thinking was the appearance at the Institute's luncheon of Dr. Jules Backman of New York University. He was called in to give the low-down on what's to happen in industry generally, come 1950. Dr. Backman didn't talk about *handling* demand; he talked *basic economics*. He knew that this was the big question; and the leaders of the Institute knew it.

This is what he said, in a nutshell: Looking back a bit at 1949, what happened in that year was better than expected; the recession is best expressed as an "inventory recession."

Going into the matter of hard goods and soft goods, he found that retail sales (with specific relation to soft goods) were down three to six percent (dollar value). Hard goods were hurt by upheavals in industrial relations.

How did this affect employee income? Hardly at all, said the professor (who is, by the way, quite an authority on sales and transportation, among other things). To top this one, the labor force increased by about one million persons.

Let's see what these last two facts add up to. With the labor force (those able to work) up by a million in 1949, there was some additional unemployment. But was this due to a *marked* falling-off in business? No, and the proof is in the fact that employee income was virtually unchanged.

Lest someone come along and say there were some wage increases in that year, here's another point: Dr. Backman found only about a two percent business "depression" from the "stratospheric" levels of 1948.

Dr. Backman is a busy man and spends a good part of his time in Pullmans, travelling the length and breadth of the land. He likes to ask business men, in a casual way, how they size things up in general. But no matter how and where he says "How's business," there is usually a barrage of complaints, which all add up to "Business is bad."

This is how he has been wont to "come back" at the wailers: "What are you complaining about? Do you really think your business is bad and times are bad just

because you made five times as much in 1948 as you did in 1939, and only four times as much in 1949? You can't manufacture a depression that way."

The wailers then stop wailing and admit that maybe they exaggerate a bit. But you never hear an apology for or recognition of the harm they are doing by their "sackcloth and ashes" attitude.

Another way of adding this up is to say that what looked bad was seen, by analysis, to have resulted from an overabundance of new people in the labor force. It takes time to absorb them, and that was just about all that was seriously wrong with 1949.

Another factor which made 1949 appear a bit weak was that people in industry just seem to look on 1948 as the basis for comparing any year after that. Dr. Backman with complete justice, said this was wrong—emphasizing that 1948 was like the stratosphere—and suggested coming down to earth around, say, 1946.

Note that he still picked a post-war year. Note also that he picked a year in which some readjustment was going on. Now go to your industry figures and compare 1949 with 1946. Not so bad, was it, in the year just finished?

Now for a look at 1950. Beg pardon—first part of 1950, which is a long-enough look-ahead where there is still probability, and not just possibility. The professor said that among the general factors would be the aftermath of steel and coal strikes. In the hard goods area, there was the double problem of filling the pipelines and of replacing capital goods. Add to this the matter of replacing depleted inventories and you get a picture of heightened demand and output in hard goods generally.

Consumer income, we are told, will be stable in 1950 (first half at least) and will be benefited by GI insurance payments. Broadly speaking, the positive factors exerting upward pressure on the national economy are more numerous than the negative factors.

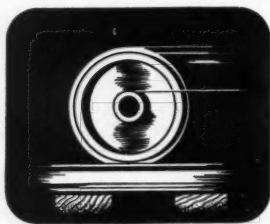
The sum-up for 1950 is this: it will be as good as 1949, and the first half may be better than the second half. Also, deficit spending by government will continue.

Turning to the materials handling industry, it was emphasized that this industry has one of the greatest opportunities to help develop the potential of all industry.

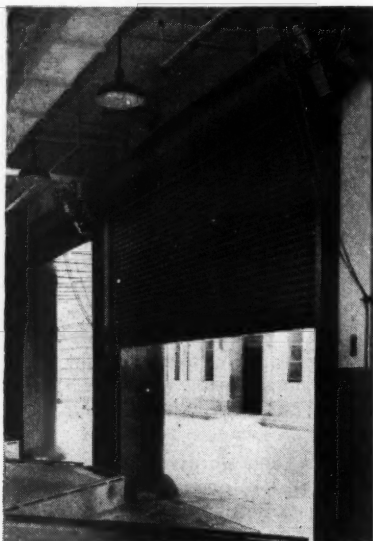
This was a clear call for a big selling job. And the industry is meeting that call by getting up steam, and starting on the right track.

Watch for the public warehousing industry and other service industries to do the same thing. We may have to wait a bit until the rail and highway transportation industries stop their fracas and buckle down to promoting greater utilization of their services through user education and improved service. But we won't have to wait very long. There's that little matter of basic economics; this hard-headed little gentleman doesn't wait long for anyone.

KINNEAR ROLLING DOORS



...as fundamental
in principle as the wheel



Like the smooth, rolling action of the wheel, the coiling upward action of Kinnear Rolling Doors involves a *basic principle* of highest operating efficiency. You can change the wheel's "face" in hundreds of ways, but you can't find a better way to do its job. By the same token, the basic advantages of Kinnear Rolling Doors give you the best answer to door needs.

Kinnear's rugged curtain of interlocking metal slats opens straight upward. It coils compactly out of the way above the opening, safe from damage by wind or vehicles. The door clears the opening from jamb to jamb, and from floor to lintel. When closed, it is an all-metal barrier against storms, intruders, or fire.

Kinnear Rolling Doors may be controlled manually, mechanically, or electrically. Built of various metals, in any size, for easy installation in old or new buildings. Write for details.

The Kinnear Manufacturing Company

Factories: 1240-50 Fields Ave., Columbus 16, Ohio;
1742 Yosemite Ave., San Francisco 24, Calif.

Saving Ways in Doorways

KINNEAR

ROLLING DOORS

Offices and Agents in All Principal Cities

LETTERS to the Editor

Split Deliveries

To the Editor:

DISTRIBUTION AGE for December carried an item beginning on Page 43 entitled "Multiple Split Deliveries." Detroit Traffic Managers have a tremendous interest in this matter. —Grant Arnold, Detroit Board of Commerce.

(The letter asks permission to distribute copies of the article to numerous industrial traffic managers in the Detroit area. For the benefit of those who may have missed the article, F. H. Floyd warns warehousemen and local cartage operators of a recent practice which "has taken literally hundreds of thousands of dollars in business" from these operators.)

Manual

To the Editor:

We are interested in frozen and refrigerated foods, and would like to obtain a manual covering the processing and freezing of shrimp, also proper cold storage methods, temperatures, etc., of all other food products, produce, meats, vegetables, beverages, etc.

If you can suggest such a publication or manual your assistance will be greatly appreciated. —(signed) warehouse president.

(The NARW has, at some time in the past, published material on processing, cold storage methods, temperatures, etc., for various products. Among available studies is a statement by T. E. Evans on "The Freezing and Storage of Foods in a Refrigerated Warehouse" and extensive data on storage temperatures, relative humidities and related data for a large number of commodities. The listing of commodities, above referred to, is a few years old and is being currently revised.)

"Shipper's Count"

To the Editor:

In your "Letters to the Editor" column of the November, 1949 issue of DISTRIBUTION AGE, you have a very interesting letter regarding H. G.

Elwell's article in the September, 1949 issue on the notation, "Shipper's Load and Count" on bills of lading.

The reply by Mr. Elwell is also very interesting. However, his opinion that checking by an "outside" third party would make no difference provokes a question. What significance would checking by a weighing and inspection bureau representative have upon placing responsibility for shortage on a "clear bill of lading" and "original seals intact upon arrival of car at destination," when part of the inspector's salary is paid by the shipper? —F. J. Rebhan, Traffic Manager.

Mr. Elwell Replies

(H. G. Elwell's reply is as follows:)

First, permit me to thank you for your complimentary remarks concerning the letter in the "Letters to the Editor" section of the November, 1949 issue of the publication.

Now in answer to the interesting question contained in the second paragraph of your communication.

The checking of a shipper's carload consignment by any third party, prior to closing and sealing the freight car doors, would not remove responsibility from the shipper as to the count. As you are aware, the shipper obtains a carload rate, at the minimum carload weight, on the basis of loading the contents of the car, and unloading by the consignee.

Perhaps an inspector of a weighing and inspection bureau might make a check at loading and unloading of a car, but, in my opinion, he would do so only as a means of assisting in determining a procedure. I do not know of any instance where such checking would be notice of transfer of responsibility to the rail carrier. Neither can I locate any citation indicating any carrier liability where "shipper's load and count" has been involved.

Of course, in cases where a shipper is able to definitely and conclusively demonstrate negligence on the part of a carrier, then the situation is different. However, unless a shipper can prove beyond a reasonable doubt as to a carrier's negligence, he alone bears the liability and responsibility as to the "shipper's load and count."

Out Ahead Again

FOR 1950!



New "Weight-Saving" Diesel Tractors • New Middle-Weight Six-Wheelers

New Power and New Features in Light and Medium Duty Models

Once again GMC leads the truck transport parade . . . once again GMC introduces improvements in design and function . . . once again GMC widens the scope of truck performance and truck usefulness.

For 1950 there's a new heavy duty 2½-ton "470" series . . . two new "400" and "620" series six-wheelers . . . two new "weight-saving" Diesel-powered tractors built to handle maximum legal payloads in the 45,000-55,000 pound weight range . . . a new 1½-ton "280" series of 11,000 pounds GVW.

Department stores, merchants, warehouses will find a model ideally suited to their hauling needs in the GMC line which ranges from 4,600 pounds GVW to more than 90,000 pounds GCW. GMC Pickups, Panels, Multi-Stop Delivery types and the new 2½-ton "450" and "470" models, for example, are particularly well adapted to merchandise transport.

These new models combine to offer GMC power, dependability and economy to many more operators . . . and all along the line GMC's move even further out in front. New camshafts, valves and manifolds step up the power in light-medium models. Wider seats, more headroom and improved sealing increase their cab comfort. And there are new chassis features, including new hydraulic and optional air brakes on 2½-ton models, new front springs with airplane-type shock absorbers on light trucks. Your nearest GMC dealer has complete facts. See him soon.

GMC
GASOLINE • DIESEL
TRUCKS

GMC TRUCK & COACH DIVISION • GENERAL MOTORS CORPORATION



To YOU Mr. Sales Manager

When an industrial concern is seeking a new plant site for production or distributing purposes, it's natural for the Sales Manager to ask, "How about available consumer markets and distribution facilities?"

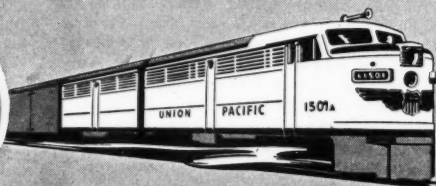
In the eleven states served by Union Pacific . . . from the west coast east to the Missouri River . . . there is a constantly growing consumer market close at hand.

The matter of rail transportation presents no problem. There are many available plant sites on or near Union Pacific trackage.

For new markets, excellent transportation, available raw materials, low-cost utilities, high-grade labor, the "Union Pacific West" merits serious consideration.

• • • • •

To obtain complete, confidential information on available plant sites, write Industrial Department, Union Pacific Railroad, Omaha 2, Nebr.



BE SPECIFIC: *Ship* UNION PACIFIC



Loading steel rails with magnet at Carnegie-Illinois Steel Corp. plant.

The User Interest

His interest is a "new National Transportation Policy" which will provide the cheapest and most efficient transportation possible.

IN the user group throughout this country, there seems to be a failure to fully realize the vast importance of sound transportation to the successful conduct of business. Some fail to see that there actually is a transportation problem, as well as the seriousness of it. Some fail to see that it is a user problem as well as a transportation agency and investor problem. And, finally, many fail to join wholeheartedly in the solution of the problem.

When we users, as a group, realize and consider fully the importance of the right kind of transportation to the successful conduct of our businesses, a good part of the battle will have been won. The transportation system of this country is as much a part of our essential facilities for doing business as are the plants and other facilities which are used directly in the conduct of our respective businesses.

If our railroads, as a major agency of transportation, collapse and go under Government ownership, they will carry with them all other

BY EARL B. SMITH

*Vice President, Director of Traffic
General Mills, Inc.*

agencies of transportation as well.

That we users have contributed much to the evils of the present situation cannot be denied. Concerned first of all with immediate profit, we have shown lamentably little interest in the problems of our transportation agencies, failing to recognize that in the long run they are our problems as well.

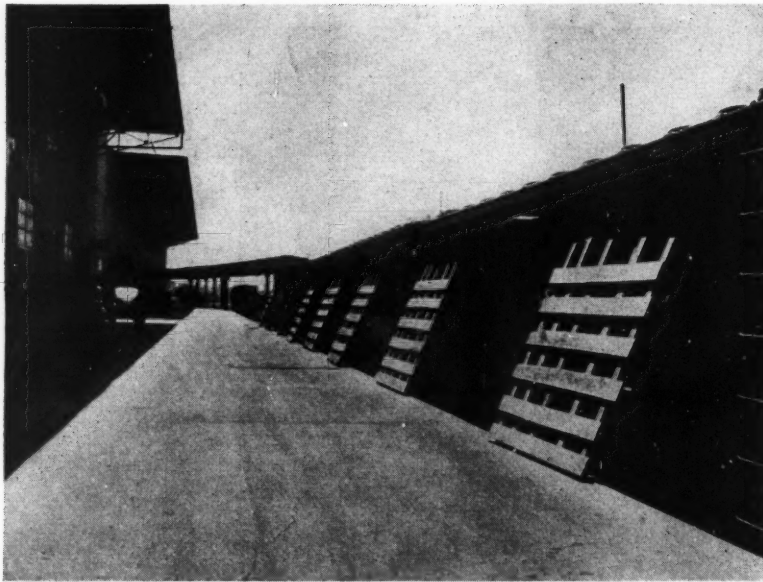
After all, wealth is not wealth until it reaches the point where it can be used. The raw materials or other goods which we purchase are really no good to us until we can move them from their original source to our places of business. Neither are the finished goods in our possession of any value until they can be moved to the points of consumption. Conversely, transportation facilities are useless unless they have something to transport. A shipper without transportation agencies, or a transporta-

tion agency without shippers, would be a hopeless situation to both.

Most of us users of transportation know full well that our transportation services are essential in both wartime and peacetime. We know that those services are a basic function in our whole society—so much so that if they are not or cannot be provided by private enterprise, then they will be provided by government. If our transportation services cannot be provided out of private funds, then they will be provided out of tax funds.

We users of transportation must insist that we shall accept our part of the responsibility of solving our own transportation problem, rather than depend upon the men employed in Government to assume the responsibility for us.

We must heed the warning that when our own transportation agencies, led by the railroads, are starved physically, they are also starved mentally, and inventively. Imagination and genius in designing improvements that finally



Dockside warehouse with freight cars ready for loading.

bring the more economical operation in which we have such an interest are paralyzed as well.

We must consider the fact that whether our transportation agencies can continue to render the kind of service we want; whether they can provide the improvements that will bring about the economies of operation that will give us the most economical transportation; and whether they can continue as private enterprise will depend very largely upon their ability to get the needed private funds, upon whether they can attract the necessary private capital.

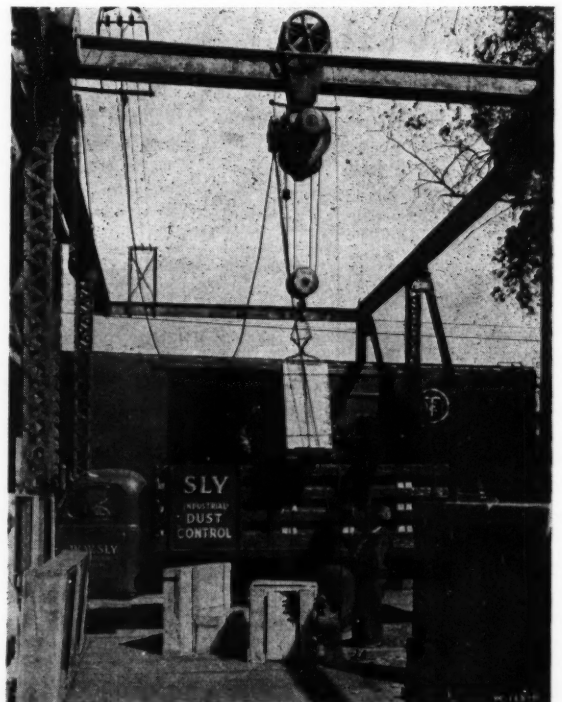
In part at least, our transportation problem seems to be that of getting each and all agencies of transportation into their proper place within the National Transportation System—and of preserving that system as private enterprise.

Let us have a new National Transportation Policy that will furnish the users of transportation and the public in general with the transportation service which they require in the cheapest and most efficient manner possible, a National Transportation Policy that will not favor one form or agency of transportation against another but will, instead, seek to place each and all as nearly as possible on the same competitive plane to the end

that those which demonstrate the greatest need and efficiency shall survive. It must be one that will assure us that no method of transportation and no part of a transportation system will be retained if it is not on the long run efficient and self-supporting; one that will continue to assure us users of

transportation, of rates that will be just and reasonable and non-discriminatory in character as between persons, places and commodities; one that will, under regulated private ownership, give to the investors in necessary transportation facilities not less than the minimum return considered sufficient to enable the transportation industry to attract the volume of private capital necessary to perform essential transportation services at all times in the most efficient manner; and one that will bring forth those results that will permit the wages of the essential laborers engaged in the service of transportation to be as high as general economic conditions make possible.

We urge that there be fair competition within and between our separate agencies of transportation throughout the country, subject only to such regulation as may be required in the public interest in line with 20th Century conditions. We ask that no regulations be imposed or continued in force with respect to any means of transportation unless regulation is specifically required in the public interest.



Hoisting container by overhead traveling crane next to rail siding.

NITL Meets in Chicago

National Industrial Traffic League runs the gamut of national affairs, with special attention to railroad service.



The National Industrial Traffic League states, in connection with the decision of the ICC upholding the Lenoir-Schenley decisions, that "This proceeding came under the jurisdiction of the League's Committee on Highway Transportation, L. R. Orr, Chairman, and the Contract Motor Carrier Committee, L. Z. Whitbeck, Chairman. These committees and Counsel Burchmore are to be congratulated for their splendid services and valuable contribution to the membership. The Commission's decision sustains the position consistently maintained by the League ever since motor highway carriers were placed under federal regulation in 1935."

THE National Industrial Traffic League meeting at Chicago, Nov. 17, was marked by breadth of discussion, continued pleas for improved railroad service and a careful check on governmental activities. While the meeting was ostensibly quiet, there was evidence that shipper opinion was gradually firming toward the quality of the services being offered by major media of transportation. On the personality side, I. F. Lyons was elected president and A. G. Anderson was chosen vice president.

Strong opposition to transportation excise taxes was registered; one of the few controversial matters shelved was that involving short lines. The executive committee sent back for further study by the legislative committee the question of protection of routes via short line roads. Bills to prohibit producers and marketers of petroleum from operating barges and to prohibit pipe lines from carrying goods in which they had an interest were opposed by the executive committee, which obtained adoption of its recommendation.

Other matters were taken under consideration on a "for information" basis; these included numerous bills dealing with such questions as the St. Lawrence Waterway, an Alaskan survey, a federal transportation authority, and repeal of the Reed-Bulwinkle Act.

Among the speakers was A. H.

Schwietert, Chicago Assn. of Commerce and Industry, who first delivered a presidential address and then discussed (as chairman of a special subcommittee) the revision of l.c.l. rates; Mr. Schwietert's committee felt that the railroad petition for revision would be harmful rather than beneficial and recommended opposition by the League pending future modification of proposals.

L. D. Smith, Consolidated Chemical Industries, Inc., and chairman of the freight claims committee, stated that "both the motor carriers and rail lines are not extending full cooperation to claimants" and suggested that both the AAR and ATA be told of laxity and asked to inform their members that improvement in cooperation was desirable.

It was brought out that "total rail claim payments for 1948 were \$35,390,664—the highest on record . . . While perfect shipping and other campaigns annually sponsored by the rail carriers . . . are accomplishing some results, the amount of losses to the railroads and the public has reached such an enormous and alarming sum annually" that this responsibility should be placed under the direct supervision of the executive department of the AAR.

Mr. Smith further stated that "Many cases have been brought to our attention where losses have occurred in carload shipments of merchandise, loaded, prepared and

braced by railroad station agents, thus reflecting definite lackadaisical attitudes on their part, whereas under same and similar circumstances, carloads prepared and shipped by the shippers are found to be in good shape. This is not a one-sided problem. It is a problem for which the carriers are primarily responsible, and must finally and promptly assume responsibility."

After nominations, subsequently confirmed, in which I. F. Lyons, California Packing Corp., was named president; A. G. Anderson, Socony-Vacuum Oil Co., Inc., vice president, and R. W. Campbell, Butler Paper Corp., treasurer, several speakers discussed current problems at the annual luncheon. Dr. Leverett S. Lyon, chief executive officer of the Chicago Assn. of Commerce and Industry, discussed "The Right Role of Government in a Free Enterprise System." Dr. Lyon's speech, available in pamphlet form, reflected his background in law and economics; he was a founder of the Brookings Institution. Covering the theory and history of government from Plato to Justice Brandeis, he emphasized the dangers of bigness—bigness in government rather than in business.

R. V. Craig, Allied Mills, Inc., discussed diversion and reconsignment, agreements filed under the Reed-Bulwinkle Act, and demurrage and storage agreements. R. J.

(Continued on page 47)

Selling Sales on

As one traffic manager sees it, the biggest selling job is getting maximum cooperation.

By MILTON GOLDSTEIN, Serutan Co.

ANY cost reduction program for a specific company, as applied to selling costs, runs into the proverbial blind alley: Too many companies do not know their selling costs, and others are blinded by easy profits.

However, today we are returning to a greater measure of sanity in marketing. Competition is keener, and has even led to cut-backs in production. What can we do to reduce our costs, to bring us into a better competitive position? Do we recognize the problem, are we trained to analyze it, and what are the available alternatives? Let's go down the line and see what can be done to eliminate excessive selling costs.

1. Budgetary Control

Many companies have established budgets for each department. Yet too frequently the sales department has a perpetual "yen" to reach out and grab all it can from another source. The fact that this may cause a loss of efficiency elsewhere, with resultant increase in cost of operation, is lost sight of. And, as one might expect, Sales too often forgets its own back yard.

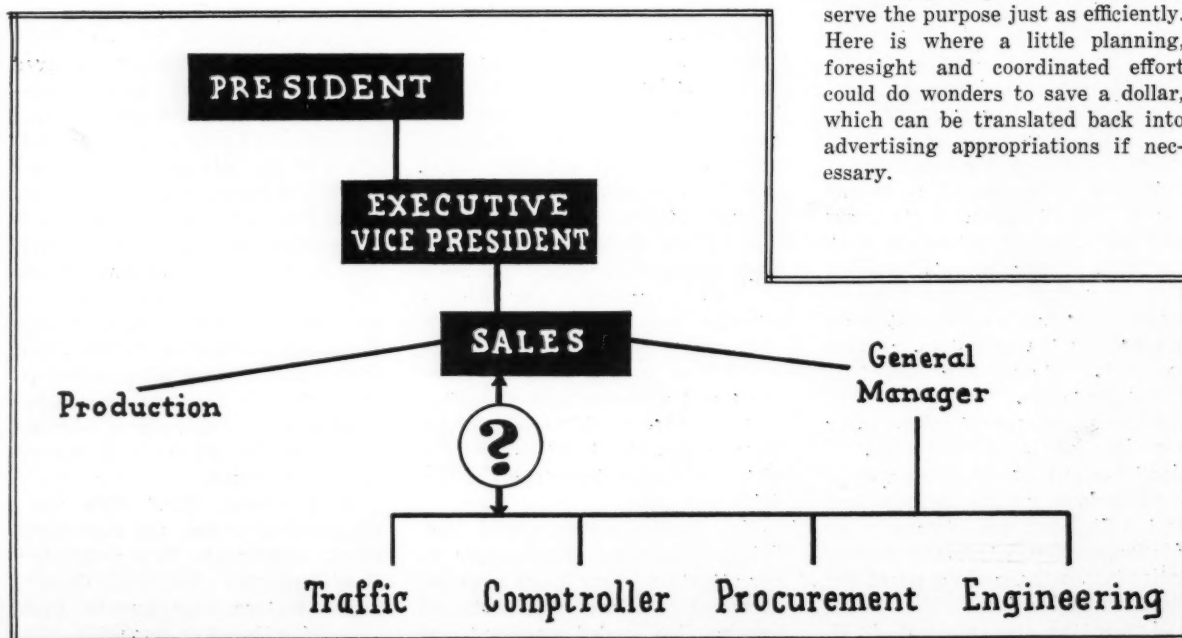
It is no secret that many sales departments do not know all their costs and, furthermore, are frequently not interested in finding out what they actually are. Cost analysis for sales seems to be last in the mind of top management, so long as a profit is made. Perhaps

the thinking is this:—"What is not known doesn't hurt."

A basis of cost control must be forecasting, which considers past trends, present conditions and future demand. The sales department, at this time of year, must get orders for freezable goods in early enough to make proper distribution before bad weather sets in. This reduces the need or requirements for protective services, thus tending to reduce selling costs.

2. Other Aspects of Cost Control

When the shipper pays the freight bill, he expects to route the shipment. However, it is not unusual for the sales department to suggest either express or another form of expedited service. Other methods, perhaps less costly, may serve the purpose just as efficiently. Here is where a little planning, foresight and coordinated effort could do wonders to save a dollar, which can be translated back into advertising appropriations if necessary.



on Traffic



Handling freight at truck terminal.

While not entirely to blame, the sales manager can create a better atmosphere for managerial cooperation between his department and others such as traffic, production and accounting. This is particularly true when items are in short supply. When it will be available within a day or two, it is preferable to hold back the order rather than short-ship the product. Sometimes this represents the difference between one and two minimum shipments. The sales manager must be made aware of the production schedules, and the critical factor is the traffic manager, with his additional-cost figures.

3. Minimum Shipping Quantities

Depending upon the value of the merchandise, most companies have established a minimum order for prepayment of freight. This is true of the drug industry, in which a \$50 order is basic. Now, this can represent 50 lbs. or even less. Since the minimum charge will cover at least 100 lbs., there are wasted transportation charges. One solution is ask for larger orders and split the transportation savings with the customer. Another is to

request those accounts ordering minimum amounts within, say, a 30 day period to order at one time, and to offer deferred terms. One minimum charge would thus be saved.

Large selling organizations tend to order by departments. Thus vitamins are ordered from Department A, and laxatives from Department B. Two orders are received on successive days, when they could be combined. This involves the handling, processing, and shipping of several small orders, instead of one. The sales department can request consolidation of such orders.

There is a tendency for some buyers to buy in fixed amounts. A more diversified order should be secured, in larger quantities and less often. Here is another source of cost reduction for sales.

4. Handling Orders

Another cost factor is the amount of handling which an order takes in processing. Here are some of the steps for one company:

- Check for credit.
- Check for minimum shipping quantities.
- Routing by traffic.

- Selection of master cards (IBM).
- Printing invoice and b/1 set.
- Separating sets.
- Checking against original orders.
- Recording quantities for stock withdrawal.
- Inspection of orders by the sales manager, general manager, credit manager, accounting supervisor, production manager, etc.
- Writing of new accounts by sales department.
- Orders processed under some conditions by Sales.
- Sales delivers orders to accounting at odd times.
- Machine accounting operations twice daily.
- Draw stock twice daily.
- Shipping on the same day.

Once an invoice is printed, there is enough time to find out all that is necessary for most purposes. Why, then, do so many persons handle an order, and otherwise slow down accounting processes? Sales can scan the invoices when recorded on the stock withdrawal sheet, and more clearly see the relationship between them. Just think of all the hidden costs in the above listing of functions!

5. What Selling is Profitable?

Since few companies know their actual selling costs, some attempts should be made to evaluate and develop information. A frequency table of an average month's business should be made by territory, type of account, number of shipments made, dollar value for each, number of pieces per shipment and weight for each. (IBM or similar punch card systems are ideal for such projects.)

Both sales and traffic can then tell what the weight and value of the average order is in each account classification. The extremes and the model point would indicate where more sales effort is needed, and lead to further studies in the cost of distribution. (Such studies are also helpful in determining flow of traffic in any direction for the establishment of stop-off cars and warehouse locations.)

As part of such analysis, the frequency table is needed to indicate how the sales in each sales territory are influenced by cost of transportation (depending upon distance from shipping point), channels of distribution employed, and other physical and topographical considerations.

It is well to understand the percentage of freight to the value of each shipment made. This will indicate where a bad relationship exists and, possibly, what accounts or territories should be eliminated. Also, what territories can best be served on a cost basis, and which must be served on a competitive basis. (Here again, warehouse locations can reduce transportation costs by careful selection, and thus reduce selling costs.)

Another problem in getting merchandise in the right quantity at the right time to point of sale is having shipping points (other than warehouses) strategically located to meet competitive and service problems. Unfortunately, location is complicated by overlapping sales territories or those which are ill-defined. In addition, it must be underlined that the traffic territory does not coincide, in most cases, with the sales territory. The effect of this last is to engender such problems as rates, time of delivery (shipments often coming from the wrong point) and less coordination between traffic and sales.

6. Overselling and Returns

It is natural for the average sales manager to permit the overloading of his accounts as much as possible. His psychology is something like this: our products are heavily advertised; ergo, the advertising will sell the merchandise. Since sale is guaranteed, the wholesaler and re-

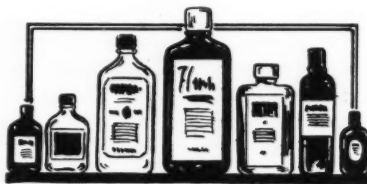
tailer can absorb plenty, and will sell it by mass counter display, push-argument, and window posters.

When a new product is being allocated, or it is an old product in a new size, shape or form, the problem of determining how much should be jammed down the throats of the wholesalers and retailers is more difficult. The sales manager, in making his distribution, tends to go by past experience. However, unless he has done a thorough job of analysis by sales territory, class of account, actual sales and returns, he will repeat past mistakes. This means overloading some accounts, underselling others, and results in excessive distribution costs.

Sooner or later this unbalanced allocation of merchandise tends to flow back, and fictitious selling costs begin to add up. The traffic manager thus has an opportunity to show conclusively that excessive transportation, handling, accounting and other costs result from overselling.

Too often, there is no fixed policy towards returns and other factors affecting the physical distribution of merchandise. Also, there is a lack of understanding of, who, when, where and how other departments are affected. It is important to:

- a. Determine the overall cost of handling a return. This includes: receiving, inspection, paperwork, transportation inbound, claims, credits, replacements, letter writing, reports, salvaging, relabelling, wiping,



packaging, new cartons, and placement into stock.

- b. Educate customers to report loss and damage to carriers.
- c. Set up controlled conditions under which salesmen may destroy unsaleable merchandise in the field. Establish a check on this too.

- d. Set up a system for collecting returns, say at a central point, for periodic return. This will cut down on freight charges.
- e. You may want to send redressing materials to wholesalers and retailers. Again, make checks; this can be dangerous since it may result in loss of sales due to improper redressing.
- f. Don't give full credit for returns due to factors other than the product itself.
- g. Most important, set up a definitive policy on returns, freight charges, etc.

7. Promotional Material

Advertising material per se, may be conceived, ordered, and placed for display through the sales department. How often are dummy articles shipped "set up" at 65 per cent more than when knocked down. Compactness is needed for better carriage, better condition at arrival, and reduction in cost whether shipped by most transportation services, including parcel post and salesmen's own cars.

Another thing about promotional material; Sales likes to keep it a dark secret. Then it releases them to be delivered "yesterday." Another costly method is to deliver in bulk to a distributor, who drops them in the mail at the same cost as from the original shipping point. Lost is the cost of shipment in bulk. Each class of mail handled should be analyzed by the traffic department, and recommendations made as found necessary (not forgetting the new air parcel post service.)

8. New Ideas

Recently, Johnson and Johnson began to ship small unit selling packages. The wholesaler can now take a prepacked cardboard package out of a shipping carton and send it to a retailer. This is a self display, self selling type package. So are cut-away shipping cartons, for display purposes. This is smart merchandising. Here is a place for the traffic manager to lend his experience and "know-how" to such efforts.

Moving 3,000,000 lbs. of Furniture and Equipment



takes coordination, care and control, especially if it's one single job that needs doing in just a few days.

BY ROBERT ODELL

Handling and moving three million pounds of Lever Bros. furniture and equipment from Boston to New York in five days without a hitch is the achievement of Columbia Storage and Warehouse Co. and in particular of the general manager, Al Ruby.

Here is an example of how an operator willing to plan carefully can effect the unusual and prove that the so-called small carrier can do a big job. Boiled down to basic facts, the work consisted of moving about three million pounds of office furniture and equipment from seven-story Lever House in Cambridge, Mass., to their new 10-story home in New York.

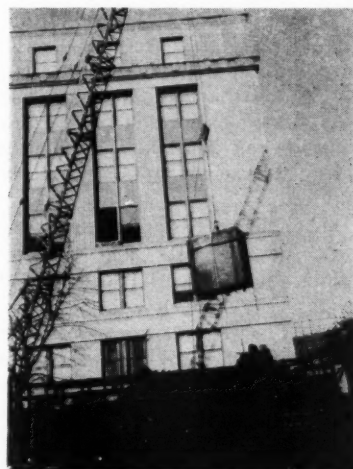
Over 200 loads were moved between late Wednesday, Nov. 30, and early Monday, Dec. 5. This was accomplished with 80 trucks which worked around the clock. Besides office furniture and equipment there were 15 safes weighing from 3,500 to 10,000 lbs. each, 55 I.B.M. machines, \$250,000 in paintings, and a like amount in rugs (plus a 30 ft. directors' table weighing over a ton). Sixteen loads of custom furniture went into Lever's executive offices at 505

Park Ave. The balance went to 80 Varick St.

W. E. Malone, asst. general traffic manager of Lever Brothers, was responsible for many details of the job. In his opinion the most outstanding thing about the move was that so much could be transported with so little damage. A cargo transit policy for a million dollars was written on the move and the total damage was *less than fifty dollars*.

Besides planning, there was complete cooperation between Lever Bros. and Columbia, and competent labor and proper equipment allowed Al Ruby to hand up a record which will be hard for anyone to beat in the office removal field. The traffic department of Lever Bros. worked out floor plans of the new offices to the inch and spotted the locations of every item. Columbia supplied hundreds of special boxes, 10,000 cartons and 200 barrels to do the packing.

Each employee packed the contents of his own desk the afternoon before the move, and Columbia packed up all the stock and supplies. Every item was tagged and marked with its new location.

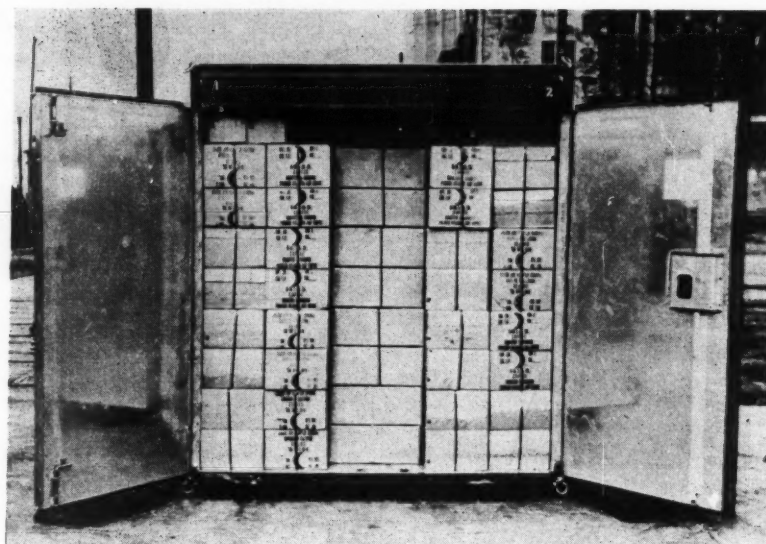


As a final preliminary precaution, all items were double-checked before loading. Different-colored tags were used for each floor at Varick St. so items were easily recognizable on delivery.

Ramps five feet high were constructed at the Boston end of the job, and the furniture was all handled on dollies and hand trucks from the offices to the vans. Two hundred and fifty men were supplied to handle the loading, and over 100 men were used at New York. By efficient dispatching,

(Continued on page 41)

After



Large experimental container on casters, containing strapped packages.

SO much that is new . . . important . . . cost-conserving, has taken place in the field of packing and handling during the past twelve months that shippers, traffic men, warehousemen and carrier executives can well take a moment to bring themselves up-to-date on the subject.

The following is an account of recent developments and changes which hold potential promise of widespread influence in distribution. Plastic cans, re-usable new light-weight knock-down boxes which will drastically reduce shipping costs, elimination of the "bugs" in prepackaging, all these and other ideas are typical of newly introduced methods which cannot help but have an effect on all storage and shipping activities.

Here are the headlines from 1949!

1. News in Shipping Containers.

(a) *Protekwood—From Rats to Railcars.* The story of Protekwood is important not only to packing engineers but to all interested in safeguarding shipping of oversized items by rail or highway.

In 1948, U. S. Plywood, in conjunction with agricultural schools, set out to find an inexpensive rat barrier for use in farm buildings. A single sheet, hardwood veneer with impregnated fibre faces, proved satisfactory for the purpose.

In recent months, however, packaging engineers have picked up this material and are using it to house huge exposed shipments in lieu of lumber lined with waterproof paper.

The new material takes up less space than lumber, is lighter in weight and is less costly to procure. Thus the economies extend to storage and handling expenses as well as to saving in freight costs.

(b) *Plastic Shipping Containers.* The question asked many times in recent years, "When will the use of plastics be extended to outer shipping containers?" may be answered, "It has been done" with the progress just achieved with *honeycomb laminates*. This new lightweight, high strength paneling, in addition to uses in building construction, furniture, aircraft and industrial purposes, has been extended to the field of bulk packaging.

The core of this sheeting is a cellular structure resembling a bee's honeycomb and can be made of paper, cotton or other fibrous material. This is impregnated with Bakelite phenolic resin and then laminated with phenolic resin impregnated paper, kraft or corrugated. Containers made of this material have high compressive and bending strengths, are fire resistant, and have good thermal insulat-

ing properties, as well as resistance to decay and fungi and with structural durability.

These characteristics have proved especially useful in new light-weight re-usable knock-down boxes. Permanence is achieved through laminating aluminum facings. These facings maintain extreme lightness in weight and give added protection against damage, moisture and weathering. Legs can be attached to the bottom panel, which serves as the pallet for special equipment. Such boxes, built in sizes up to half a carload capacity, permit bulk movements of merchandise without further outer packing. In addition, they may be knocked down to extremely small volume for return, thereby minimizing return shipment charges. Nineteen hundred fifty will see greater strides in the uses of honeycomb synthetics in packing.

(c) *New Service from Multiwall Bags.* New combinations of materials used in the manufacture of multiwall bags, introduced during the past year, have permitted the use of this container for shipping purposes for an ever-growing list of products. Official classifications are permitting these new bags for export as well as domestic forwarding.

For example, by coating one ply of Kraft with polyethylene, it is possible to use a bag for greasy products without affecting the outside appearance. In this connection, Kimberly-Clark Corporation's new "Kimpreg" phenolic resin impregnated plastic paper, among other purposes, is being used as linings for freight cars and truck trailers for abrasion resistance, or for insulated cars and trailers to impart low moisture vapor permeability.

1949, What?

The best way to determine what is to come in the packing-packaging field is to study the recent past, and determine trends in products and thinking.

By CHARLES L. SAPERSTEIN
Packaging Consultant

Another step forward in multi-walls is the use of pyrenones to impregnate the outer layer in order to prevent infestation of contents by insects. Any warehouseman who has had to fumigate his entire facilities because of weevil or some other pest which formed in sacked goods will testify to the importance of this new specification.

(d) *Fibre Containers.* With the development of new weatherproof types of paperboard and glues, a more practical type of solid fibre container came into general use during the past year. This has been designated VUS and is a grade between V2S and V3S. Many specifications have been amended to make this grade acceptable to shipments requiring a moisture-resisting container.

In the research field, affecting corrugated, solid-fibre, chipboard

and other paper containers, devices were developed for a greater elimination of impurities from the pulp itself. This has the very important result of achieving containers of greater strength with less material. Packaging experts are watching the testing results of new paperboards being offered with view to obtaining as good or better shipping with possibly lighter and less expensive board weights.

In styling and construction of fibreboard shipping containers, as with makers of wooden, wirebound and plywood boxes, many pages could be devoted to achievements of individual manufacturers in fitting containers to specific problems or contents and achieving greater strength and protection, less weight, saving of space and possibly reducing costs. While deserving a place in any round-up of packing

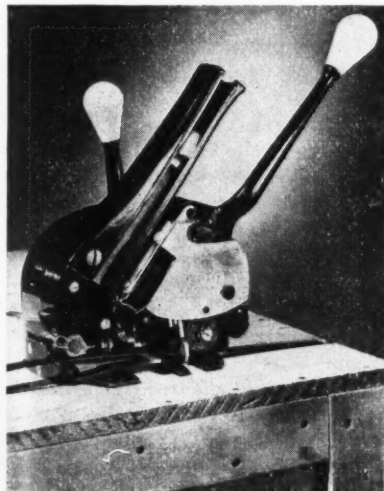
achievements, we are here highlighting only those improvements which appear destined to make a valuable general contribution to better shipping.

In this category is the achievement of one manufacturer in the fibrebox field who has created a shipping container which can be filled and requires *no bottom closure*. In fact, if the load requires, the bottom can be doubly reinforced. These come flat. This points to a great time-saving factor where containers are filled with production-line rapidity and automatic sealing of bottom as well as top is not available.

(e) *Glass.* Glass research has been directed toward the needs of modern handling and warehousing which, with streamlined schedules of tiering and breaking down palletized stacks, cannot afford to be

(Continued on page 42)

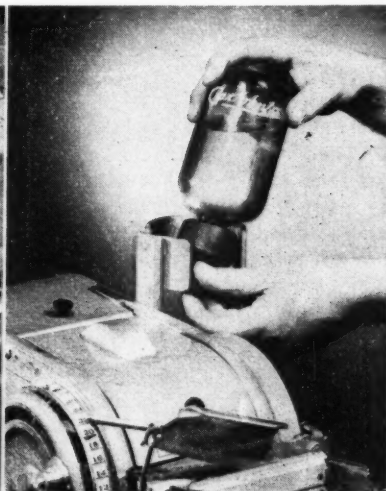
Strapping machine with plastic handle.

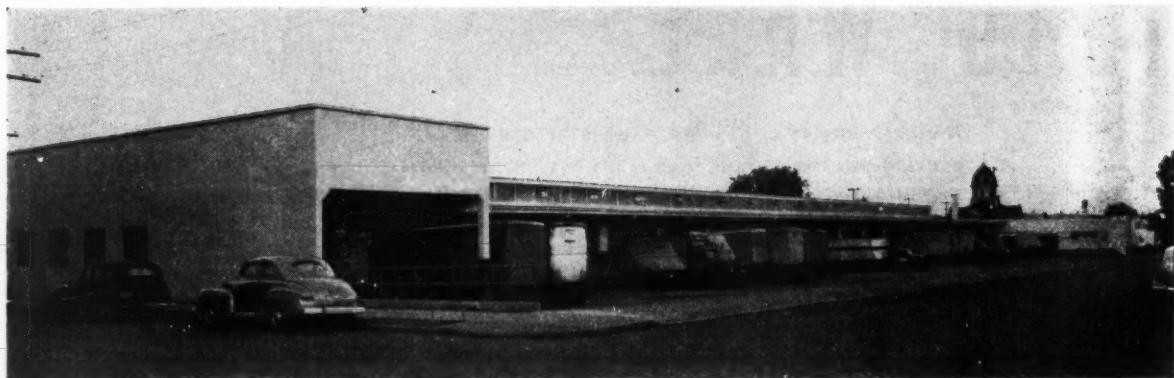


Portable roller conveyor. Rollers are of Tenite plastic on aluminum frame.



Tough plastic replaces breakable glass.





Loading terminal, Consolidated Freightways, Portland, Ore.

When is a motor carrier

ANOTHER step in the difficult and complex problem of drawing a line of demarcation between private and for hire motor carrier operation was taken by the Interstate Commerce Commission in its most recent decisions in the *Lenoir Chair* and *Schenley* Cases.

In its report on oral argument in MC96541, *Lenoir Chair Company Contract Carrier Application*, embracing also *Schenley Distillers Corporation*, MC-107079, the Interstate Commerce Commission by a majority of eight to one held that the status of the operator of motor vehicles as a private operator or as a carrier for hire is determined on the basis of the operator's *primary business* rather than on the basis of the *compensation received* for the transportation service performed.¹

The decision of the full Commission affirmed prior decisions of Division 5 of the Commission in the same cases, which was decided by a two to one vote.²

The Commission's decision in these cases followed the *L. A. Woitishek Common Carrier Application*.³ In the *Woitishek Case*, the application was filed for a certifi-

cate of public convenience and necessity to operate as a common carrier in the transportation of building materials and mining supplies between points in California, Nevada and Arizona over irregular routes.

The applicant was engaged in the purchase, sale and exchange of building materials and mining machinery for a dozen years prior to the filing of the application. He maintained yard and warehouse facilities at which stocks of building materials were stored and displayed awaiting sale. The goods were sold on a delivered price basis, and the deliveries to customers were effected either by the use of railroad or motor common or contract carrier services, or by the motor vehicles owned and operated by the applicant.

The motor vehicles operated by Woitishek were operated in three types of services: 1. The transportation of stock material from sources of supply to his yard or warehouse; 2. The delivery of goods from this stock yard or warehouse to purchasers; and 3. The transportation of materials sold by Woitishek directly from the places of business of the suppliers to the places of business of the buyers.

The materials hauled directly from suppliers to users were sold by Woitishek to the users and purchased by him from the suppliers.

The sales prices to the customers were quoted as lump sum or unit prices at destination. The invoices did not indicate separately the charge for the transportation service.

The transportation factor or element in the delivered price was calculated by Woitishek upon variable bases, in which the quantity of goods sold and transported, the distance of the hauls, and operating conditions were taken into account. Usually the transportation factor was calculated upon the total round trip distance, and the truck had to be operated to make the delivery at a uniform rate per truck mile, loaded or empty. The delivered price to the customer included the purchase price paid by Woitishek for the materials, his dealer's profit or mark-up, and the transportation factor.

The transportation element in the price depended upon circumstances other than actual expenses incurred in the operation of the motor vehicles. He did not keep detailed records of the costs of operating the motor vehicles, but testified that he consulted several building material manufacturers and several motor carriers as to what they considered compensatory charges. He testified also that in a year's operation the total truck expenses (including wages, insurance, repairs, fuel, lubricants, tires,

¹I.C.C. Dockets Nos. 96541, and 107079, Decided November 8, 1949.

²*Lenoir Chair Company Contract Carrier Application*, (48 M.C.C. 259), 1948; and *Schenley Distillers Corporation Contract Carriers Application*, (48 M.C.C. 405), 1948.

³Docket No. MC-101683, (42 M.C.C. 193), 1943.

Another step toward establishing "a line of demarkation" has been taken by the ICC in the Lenoir Chair and Schenley Cases.

By G. LLOYD WILSON

operation PRIVATE or FOR HIRE?

depreciation and taxes) were \$40.-950.97. Total loaded and empty vehicle mileage was 235,720 miles, an average of 17.4 cents per vehicle mile.

The records of operation costs were not produced at the hearings. The Commission stated, however, that it could not be ascertained whether or not there was a profit on the transportation service. However, it at least could be concluded that he did not, in instances where he charged less than this average cost for transportation.

A joint board constituted under the Interstate Commerce Act composed of representatives of the state commissions interested and of the I.C.C. heard the case. It found that the transportation service performed in connection with the direct sales could not be performed without operating authority under Part II of the Interstate Commerce Act.

In its decision in the *Woitishek Case*, the Commission traced two lines of cases in which the operation of motor vehicles in private or in for hire operations was distinguished. In one line of cases, the Commission found the operators of motor vehicle services to be engaged in furnishing motor transportation services for hire or compensation as a business enterprise distinguishable from some

(Continued on page 31)



Right: Loading palletized freight. Note loading-height adjuster in foreground.

Below: Private carrier loading wire products.



Storing Good-Will

Can the public warehousing industry benefit from research and public relations as much as other industries have done?

SOMEONE once summed up the American character by speculating that if two Americans woke up one day to discover that the earth had been laid waste and that they alone, among all human inhabitants and institutions, had survived, they would respond to the situation by starting a business and then organizing an association.

The idea was carried no further, but it is safe to assume that if a third American somehow contrived to get himself put back on earth he would set about immediately to compile statistics on the affairs of the other two. This would more than delight his predecessors, for, while Americans love business and business associations, they have gradually been led to the conclusion that both can be operated more successfully if a statistical record of their progress is readily available at all times. In all likelihood, the original two Americans would show their appreciation by electing the statistician vice-president of the association, in charge of public relations.

The emerging pattern of American business makes it quite clear that once a group of independent soap manufacturers have banded together to raise a collective voice, that voice holds forth in loud, clear tones on the merits of soap. The result is usually a flood of facts, figures and just plain propaganda which is lumped together under the general heading of public relations and disseminated to all the world. The American business man shows unmistakable signs of taking pride in his work.

The high place which public relations occupies in American management's scheme of things cannot, however, be attributed to pride alone; in large part it must be ascribed to the fact that never before in the history of buying and selling has any management had a public like the American to relate to. It is a public strangely paradoxical—at once staggering in sim-

plicity and formidable in complexity. It has about it the quality of an optical illusion, and in the executive who tries to keep it in focus from nine in the morning until five in the evening it can evoke unrestrained glee or duodenal ulcers, depending upon which of its infinite number of shifting levels he has his eye on at any given moment.

At its level of staggering simplicity it is 60 million wage earners to be sold on the advisability of spending 60 million incomes on this and not that. At the ulcer level it is a bank president sitting in a plush office on Main Street pondering the wisdom of granting a long-term loan with which to finance a new truck terminal or warehouse building. And in between the housewife and the bank president it is the industrial consumer, the supplier, the government official, the economist, the editor, the teacher and the student. The latter, of course, further complicates matters by being actually on one level and potentially on every other.

When the grocery store on the corner outgrew the corner and began spreading itself over the whole block, and then outgrew the block and started setting up branches in neighboring towns the American economy entered a new era. The \$100 loan and the personal touch gradually gave way to the \$1,000,000 loan and solicitation from afar. But it's a lot more difficult to borrow \$1,000,000 than \$100 and not quite as easy to sell strangers as friends. Private enterprise suddenly found itself looking for a way to court a public audience. It found the way through public relations.

Today's business man has found that whether he's trying to get a lower price from a supplier on the ground that his industry is a high-volume purchaser or whether he's attempting to convince some governmental regulatory body of the difficulty of operating under a cer-

tain regulation, he has a far better chance of making his point if he comes armed with facts and figures and a brief-case full of brochures. In short, the soap manufacturer has discovered that holding forth in loud, clear tones on the merits of soap pays off in loud, clear profits at the end of the year.

As a result, most present-day trade associations have sufficient data on hand to satisfy the most inquisitive researcher or the most meddlesome tax inspector. Usually, they can answer questions ranging from the amount of capital invested in the industry to the amount of handling equipment it employs in its operations.

Generally speaking, the distribution field has held the pace. The railroads, for example, need take a back seat to no one in the matter of keeping the public posted. Business men the country over are familiar with the *Handbook of Statistics*, put out yearly by the Eastern Presidents Committee. On the other hand, the public warehousing industry, which has certainly merited no less than the railroads the right to proclaim its accomplishments, has displayed a modesty which is viewed with a certain surprise by business men who know with what high pride the operators of this country's merchandise, refrigerated and household goods warehouses regard their industry. But again, intimates of the industry do not put it on the basis of pride alone. In view of today's business conditions, it is felt, a keener awareness of public relations on the part of public warehousemen would pay off where the latter would appreciate it the most—in the cash box. Certainly, the experience of industry at large substantiates this view. One thing is quite clear: The American business man has proved that there is an intermediate step between the better mouse trap and the path to the door—public relations.

MORE STEAMSHIP SAILINGS via PORT OF LOS ANGELES



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BOARD OF HARBOR COMMISSIONERS

City Hall, Los Angeles 12, California

BULK HAULING

TRUCK operators concerned with handling free-flowing or semi-free-flowing solids are turning to further developments in bulk hauling methods to increase pay load and cut handling costs. The success of such proved units as bottom-dump cement haulers has led to nationwide use and is spurring the extension of bulk-hauling systems to such fields as fertilizer, grain, feed, diatomaceous earth, dolomite, cannery waste products and ore concentrates. The bulk hauler's success is largely due to specialized equipment engineered for efficient operation.

An outstanding example of this trend is the experience of California operators who have used bulk hauling improvements to revamp delivery and handling practices, and thereby obtain marked direct savings.

// In one field—grain and feed—reduction in delivery and handling costs has brought profit margins and lower prices, thus helping competitive efforts. Firms using this method have found that it gives them advantages with customers beyond lower cost, because the change from sack delivery to bulk delivery by a tank-type truck with self-contained conveyor unloader eliminates sack leakage, sack-borne contamination and in addition saves the farmer on his own handling costs.

Bulk delivery of grain and mixed feed was pioneered by the Triangle Grain Company of Bellflower, California; this large feed dealer serves Southern California. Their fleet of trucks now includes nine bulk haulers (16 ft. and 20 ft. truck-mounted units) and thirty-five frameless semi-trailers. They are awaiting delivery of additional carriers.

The company turned to bulk hauling when sacks and labor were short. Its first unit was an improvised wooden tank, but that was

obviously not satisfactory. The next two were of steel. Weight was excessive so aluminum was adopted.

Triangle developed a screw conveyor system of its own design, and until recently built these units in its maintenance shop. Now its carriers are manufactured by Mechanical Services, Inc., of Pomona, Calif. Some of these units have also been adopted by large milling companies who were impressed with their efficiency.

Originally forced by circumstance into bulk delivery, Triangle found this departure from tradition gave outstanding advantages over sack handling. The company delivers bulk feed at a \$5 a ton cash saving to the customer over sacked feed, and has streamlined its operations to produce a greater margin. (Although feed sacks are redeemable, allowance is made only when they are in good condition. It is estimated to cost 80c. per ton of feed to handle, clean and repair returned sacks.)

Only the driver is needed to load and unload, thus eliminating a helper who formerly handled sacks. Loading by conveyor or chute at the

plant is rapid, and the screw conveyor unloads a truck at the dairy in 18 to 30 minutes.

Dairyman cash savings from the bulk method rapidly mount up. It is generally estimated that the average Los Angeles County dairy farm uses a ton of mixed feed per day. This represents \$150 net gain per month, besides the saving in its own handling costs. The company states that bulk deliveries are proving profitable to a farmer using as little as two tons of feed a month.

The problem of converting a farm to bulk use is not difficult, as all dairies have a feed house into which deliveries can be chuted.

Hal Stewart, El Monte, California, is successfully operating another type of bulk delivery unit, developed by the Goldsberry Machinery Company of Ontario, California, and being produced for them by Food Machinery and Chemical Corp. Customers, many of them poultrymen, are said to be asking for more feed in bulk, finding that increased volume provides more profit at lower prices.

Bulk hauling from cement plants



Top hatches on the bulk tank slide back for loading by chute.

G and HANDLING

Heavier payloads and faster loading-unloading mean lower costs and bigger sales.

BY DON LARUE



At the dairy, handling is done by one man, the driver.



Eight tons of feed are delivered in from 18 to 30 minutes.

to distributors' silos, ready-mix dealers and batch plants has steadily increased because of higher efficiency, hence economy. Whether trucks and trailers are operated by cement companies or contract haulers, competitive pressure is making the operators look further to cut costs and increase revenue per load.

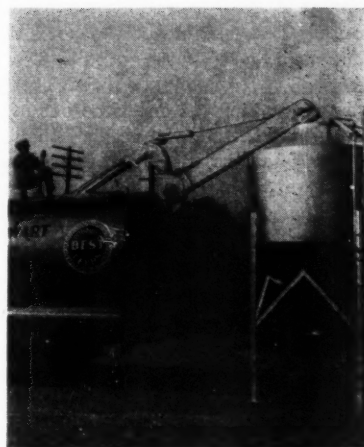
Cement hauling is a close-margin business, which makes every pound of pay load vital to an operator. Thus, Alan G. Post, head of the Post Transportation Company of Los Angeles, settled on aluminum 35 ft. semi-trailers when expanding his operations to contract cement hauling; these give a bonus load of a ton or more over comparable steel units. They have been used for several months on a 24-hour schedule. The ton of extra load adds up to a more comfortable margin on operating costs.

The Riverside Cement Company recently acquired its first bottom-dump semi-trailer, of identical design to those used by Post. Previously, they had used a truck and trailer combination of end-dump units.

Their unit enables them to carry eight barrels of cement (3008 lbs.) more than in the other combination, according to Wade Hampton, transportation manager; the gross vehicle weight formerly was about 75,000 lbs., in comparison to approximately 72,000 for the new semi. Thus, the overall result is greater payload, reduction in gross weight and saving of four wheels and tires.

Customer reaction to the bottom-dump semi-trailer is apparently favorable. "Unloading is easier, and they prefer the premium load. They would much rather have a few barrels over than run short."

To inaugurate a regular schedule for hauling diatomaceous earth insulation, Direct Delivery Service, subsidiary of Southern California Freight Lines, required units with maximum cubic capacity to carry limit loads of this low-density product. Their solution lay in the operation of trains of 20 ft. bulk haulers, with a total pay load of 45,000 lbs.



Back delivery; unloading into tank from compartmented truck.

A 1,600 cu. ft. train capacity was obtained by use of 52 in. wide discharge valves and enlargement of the trailer top or dome. This box-like dome can be removed when products of greater density are to be hauled.

BULK AIRCARGO

**Planeload shipments in quantity will come — some day.
But conditions today and in the near future do not appear ripe.**

BY DR. JOHN H. FREDERICK
Aircargo Consultant

THE idea, current a few years ago, that by now air carriers would be handling a considerable movement of planeload shipments has gone glimmering. The original contention of the "cargo-only" carriers that all they wanted from the CAB was the right to fly "bulk freight," variously described as being essentially planeload business, with perhaps an occasional shipment of a few thousand pounds to accommodate a shipper, has not worked out in practice. (Originally the cargo-only operators acted as if they weren't a bit interested in the "small package" business which has characterized air express traffic for the past twenty years or so.) In fact, planeload shipments have been mighty few, outside of the perishable field, and there haven't been very many shipments of a thousand pounds or more at one time out of the perishable class of traffic either.

As it has turned out, the combination airlines (passenger-mail-express-cargo) and the cargo-only carriers (both before and since CAB certification of the latter) have found that they have been moving the same size shipments averaging less than 500 lbs. Excluding forwarder shipments, which are an aggregate of many smaller shipments, aircargo still consists of relatively small shipments weighing from 5 to 100 lbs.

It should not be surprising that, despite efforts to increase the size of single shipments, aircargo still largely consists of shipments of 500 lbs. and less. Aside from the perishable traffic, when and if it is developed to the volume envisioned by some, and aside from emergency shipments which move without re-



Loading freight in cargo plane.

gard to cost, the real economy in the use of aircargo is that it does away with the necessity of ordering and shipping in large quantities.

One of the chief advantages of aircargo is that it enables a shipper to order what he knows he can use with the assurance that if he needs more he can get it promptly. Thus, by confining his orders to his needs, a user of aircargo avoids tying up capital in merchandise, avoids the risks of markdown, and is relieved of the expense of warehousing. Therefore, the user who goes into aircargo on the basis of anticipated savings in costs will not be receiving in 10,000 lb. or 12,000 lb. lots once a month or once a week. Rather, he will have things scheduled so that he will be receiving daily or thrice weekly quantities of 300 to 500 lbs., which more nearly approximate current consumption.

That aircargo will continue to move on a fairly regular basis in individual shipments of less than 500 lbs. has considerable significance. For one thing, the concept advanced originally by the cargo-only carriers of a service which contemplated sporadic irregular ser-

vice to certain cities "on demand" for shipments in excess of 1,000 lbs. cannot meet the needs of aircargo service. To give shippers and receivers in small towns the benefit of aircargo savings, it will be necessary to give them service that is just as regular and reliable as that provided to New York or Los Angeles. The quantity of space offered can, of course, be varied to meet the traffic needs of each city, but what space is offered must be on a regular and reliable basis. In many cases, shippers and receivers must make costly changes in their methods of doing business in order to make the best use of aircargo. They certainly will not consider such changes if their service is going to be entirely within the carrier's whim; and they will not do so if it is to depend on several other shippers whose freight together would total 1,000 lbs. Demand service that "serves" a place like Milwaukee or Toledo once a month for a single 5,000 lb. shipment will fail to meet the real need for aircargo service.

For another thing, the 100 to 500 lb. size of the average aircargo ship-

(Continued on page 38)

To Every Management Seeking Better Methods of Distribution



INVENTORY—no longer need it give you nightmares!

Airfreight answers an age-old retail problem— how to reduce inventory without losing volume

MANY A RETAILER currently suffering nightmares over his inventory would find his worries needless if he turned to airfreight. First, airfreight would enable him to place a smaller initial order. This involves less capital risk, less inventory tied up in transit at any given time. It also means savings on floor space and personnel needed to handle the merchandise.

When and if the goods ordered sell rapidly, the retailer served by airfreight can obtain re-orders in a matter of hours. But if the merchandise does not catch

on, he has less stock on hand and hence his markdown need not be so severe.

Lower retail inventory is only one of the many advantages of airfreight distribution. Reduced packing costs and potential expansion of marketing areas are other frequent benefits. In fact, it is the savings that airfreight effects *elsewhere* in the overall cost of doing business that often offset transportation charges.

That is why the choice of airfreight must be a management decision. Let an American Airlines representative tell the story of Airfreight in terms of your business. Write today to American Airlines, Inc., Cargo Division, 100 East 42nd Street, New York 17, N. Y.



FIRST AND FOREMOST—**AMERICAN AIRLINES** *Airfreight*

"What's Wrong With Transportation?"

AN apparently minor meeting of a local Chamber of Commerce Traffic Committee has turned out to be of national significance, thanks to the air carrier and warehouse interest engendered by Alexander Markowitz, New York and New Brunswick Auto Express Co., and Henry Elwell, traffic consultant who presided over the session.

A meeting of the committee (representing eastern Union County, New Jersey) was held on Nov. 17, at which time Mr. Markowitz addressed the committee on "What's Wrong with Transportation." At the close of that session, it was stated that on Dec. 8 members of the committee would have the privilege of criticizing the original report. It was deemed advis-

Henry Elwell and the Chamber of Commerce cooperated in supplying the above report

able to invite outsiders, particularly those representing the airlines, to present their views.

The largest gathering ever assembled for a traffic committee meeting heard Mr. Markowitz explain in greater detail his outline.

The outline, a series of steps designed to improve all types of transportation service, rate economies and safety conditions, was deemed highly progressive by traffic managers at the meetings.

The speaker had predicted that a new type of transportation service, specializing in the handling of packages, would replace existing services within five years. He also stated that factors working toward this change included a desire for lower rates than those now charged and limitations on the size of the packages acceptable for parcel post.

Clarifying suggestions were made by Mr. Markowitz, Paul Diddy of Capital Airlines, and Ronald Wichar of Northwest Airlines, who pointed out that one great fault of the airline traffic has been the ground transportation service on arrival of the air cargo. Rates were too low to have the trucks on twenty-four hour duty, the airmen pointed out, but declared that definite steps are being taken to set up a trucking service that will meet the scheduled flights. Mr. Wichar explained the difference between air freight and air express and asserted that, in air express, the user paid for premium service.

Paul Diddy stated that his industry was attempting to strengthen its ground transportation service.

(Continued on page 48)

Conveyorized Distribution

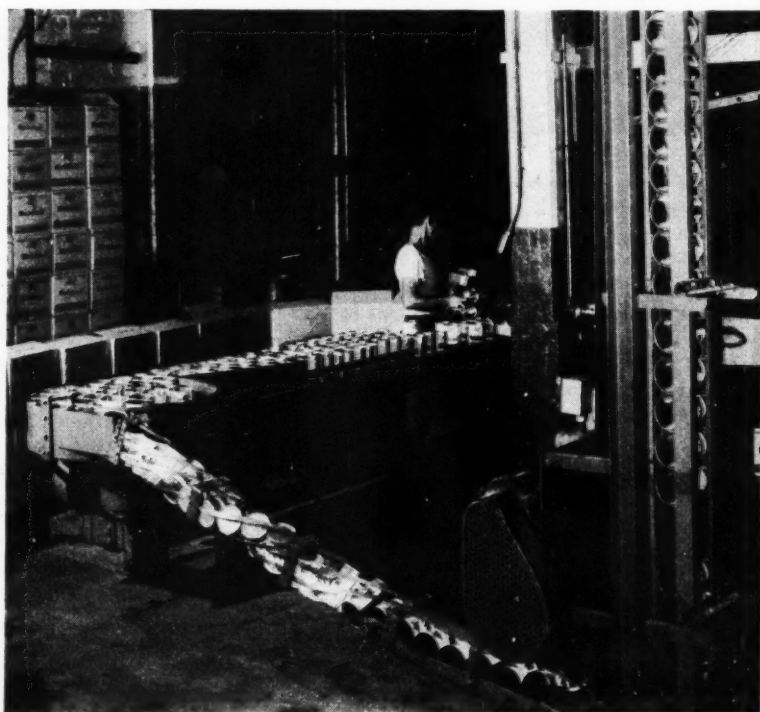
USING modern, assembly-line methods, Socony-Vacuum Oil Company's plant at East Boston, Mass., now unloads a freight car of empty quart cans, fills them with motor oil, caps them, packs them in cartons, and stores or loads the entire quantity for shipment to dealers and jobbers in only two-thirds the time it formerly required. The complete operation, requiring seven men, consumes only four and one-half hours.

New methods and new equipment have combined to make this plant, which supplies the New England area, one of the most efficient of its kind.

Until recently, new cans, delivered to the plant in units of 120, were packed in layers in large paper containers. They are now delivered by freight car in neat, unsealed cartons, 24 empty quart cans to a carton and approximately 2,250 cartons to a box car. After the cans are filled and capped, they

(Continued on page 48)

Socony's Boston plant offers new vistas for integrated unloading-handling-packing-packaging-transporting operations.



Empty cans are unscrambled and passed through twister on way to vertical elevator.

PRIVATE OR FOR HIRE?

(Continued from page 23)

other bona fide business such as manufacturing or merchandising. In these cases, the operators were found to be carriers for hire regardless of some semblance of a trade enterprise other than the transportation. Such operators were found to be engaged "primarily in the transportation of property by motor vehicle" and therefore carriers for hire. The controlling consideration in these cases was the primary business in which the operator was engaged which was found to be the furnishing of motor transportation service.⁴

Another line of decisions of the Commission found the real or primary business of the operators to be some kind of manufacturing or merchandising enterprise to which the motor transportation services were found to be bona fide incidental. In these cases the Commission held the motor operations to be that of a private operator and not subject to regulation.⁵

The Commission, in the *Woiti-shak Case*, emphasized the distinction between the status as motor vehicle carriers for hire of those who are engaged primarily in supplying transportation services for compensation and with the purpose of deriving a profit from the transportation rate or charge, and those engaged incidentally in transportation services as private operators. The former are carriers, notwithstanding that the motor carrier is the owner of the goods transported while the goods are in transit and is transporting them for the purpose of sale, and has some other characteristics of a merchandiser. The latter are private operators, if they are engaged primarily in some other type of business except transportation, if they operate the motor vehicles as an incident to their primary business, and if the compensation received for the trans-

portation services is identifiable as such and includes a measure of profit, but is not for the purpose of profit from the transportation service.

The Commission stated: "In other words, the finding for or against a carrier-for-hire status in each case has turned upon the sole question of fact as to the primary business of the transporter."⁶

The Lenoir Chair Case

The Lenoir Chair Company, a furniture manufacturer, owns and operates a fleet of motor vehicles in which it transports from 15 to 20 percent of the products of its plant sold to customers and transports inbound materials used in manufacturing. The balance of its products are shipped from its plant by means of common carrier railroad and motor transportation ser-

* (42 M.C.C. 193, 198-199), 1943.

OBITUARIES

William M. Cook, 73, retired western traffic manager of the Missouri Pacific Lines.

Michael J. Darcey, 65, pioneer New England truck operator, November 22. Mr. Darcey was president of Darcey Transportation Co. He also served as a member of the board of directors of the Eastern Motor Freight Conference.

John W. McLaughlin, 50, director of the Mayflower Warehousemen's Assn.'s New England District, November 17. He had been president of the John W. McLaughlin Moving & Storage Co. for the past 13 years.

William M. O'Keefe, executive secretary, National Assn. of Refrigerated Warehouses, Dec. 7. He was secretary to the Trade Practice Conference Committee, NARW; secretary to the Refrigerated Warehousing Code Authority during NRA, and assistant secretary of the OPA Refrigerated Warehousing Industry Advisory Committee to the U. S. Department of Agriculture.

George Frank Payne, chief engineer and general superintendent of the Camden Refrigerating & Terminals Co., Camden, N. J., November 18. Mr. Payne had a record of over 30 years in the ice and cold storage business.

James E. Payne, 49, traffic vice president of the St. Louis-San Francisco Railway, November 14.

Howard E. Wemyss, treasurer and manager, Hoosac Storage & Warehouse Co., Boston, November 10. Mr. Wemyss was a member of the American Warehousemen's Assn.

vices. In the cases where the products are shipped via rail or motor carrier services, the sales are made on the basis of prices f.o.b. point of origin.

The company operates eleven or twelve motor vehicles, five in long-distance service, and six or seven in interplant service. In the period of a year, it operated motor vehicles in delivery service a total of 102,670 miles. A total of \$28,874.09 in truck revenue was derived, or an average of 28 cents per truck mile.

The Lenoir Chair Company did not hold itself out to the public or to anyone as a common carrier by motor vehicle, and its services were not available to anyone as a contract carrier under individual contracts or agreements. Although this aspect of the case did not receive the major attention and emphasis this writer believes it deserves, the Commission did mention it as a test but laid major emphasis on the primary business of the operator.

In the prior decision of Division 5 of the Commission in the *Lenoir Chair Case*, the Division found by a two to one vote: 1. That the operation of motor vehicles by the company was a bona fide incident to and in furtherance of its primary business of manufacturing and selling furniture; 2. That the transportation was not performed with a purpose to profit from transportation as such; and, 3. That for these reasons the motor vehicle operations were not those of a common or contract carrier, as defined by Part II of the Interstate Commerce Act.⁷ The decision of the Commission in the decision, handed down on November 8, 1949, affirmed these conclusions and dismissed the application.

The Schenley Case

In the *Schenley Case*, the Commission found that the Schenley Company controlled through stock ownership the operation of a number of companies engaged in the production of alcoholic liquors or accessories used in these enterprises.⁸ The Schenley Company itself is not engaged in production,

⁷I.C.C. Docket No. MC-96581, *Lenoir Chair Company Contract Carrier Application*, see (48 I.C.C. 259), 1948; and Mimeographed Opinion, November 8, 1949, Sheets 2 and 3.

⁴Lyle H. Carpenter *Common Carrier Application*, (2 M.C.C. 85), 1937; etc.

⁵Congoleum-Nairn Inc. *Contract Carrier Application*, (2 M.C.C. 237), 1937; Victor Swanson *Contract Carrier Application*, (12 M.C.C. 516), 1939; James M. Youngson *Common Carrier Application*, (21 M.C.C. 625), 1940; and Dan S. Dugan *Extension of Operations - Nebraska Points*, (26 M.C.C. 233), 1940.

but acts as a sales organization for all of its subsidiaries. The company purchases the products at cost plus boxes, and resells the products at prices determined by the selling company, Schenley.

The Schenley Company owns and operates a fleet of 32 tractors, 31 semi-trailers and one motor truck. These vehicles are used to transport liquors from the plants of the manufacturing subsidiaries to the customers' places of business. The company also uses common motor carrier and railroad services in the same transportation services. When the goods are transported by carriers engaged in transportation services for hire, the goods are sold at f.o.b. point of origin prices. When transported in the vehicles operated by the Schenley Company, the prices are made upon a f.o.b. destination basis. The f.o.b. destination price is made by adding to the factory price a sum which is roughly equivalent to the railroad freight rate from the same point of origin to the same destination. The transportation charge or factor, unlike the practice of the *Lenoir Chair Company*, is not shown separately on the invoice but is included in the delivered price at which the customer is invoiced.

The expenses of ownership and operation of the motor vehicle fleet are paid by the Schenley Company. This company also pays claims for the loss or damage to the goods when transported by its vehicles, and the transportation service is performed and recorded on a trip sheet which identifies each shipment with respect to shipper, point of origin, consignee, destination, description of shipment, and weight, but does not show a price for transportation charges. The Schenley Company does not enter into transportation contracts with contract motor carriers and does not execute any bills of lading.

Materials and supplies are transported from the places of business of suppliers to the plants of Schenley affiliates on the return trips of the vehicles. These goods are purchased f.o.b. point of origin and no charge is made by the Schenley Company against any affiliated company for this service. The expense of the service is borne by the

Schenley Company and the goods so transported are carried in the inventories of the respective manufacturing subsidiaries.

The Commission held on the basis of these facts that: 1. The primary business of the Schenley Company was that of the sale and distribution of liquors; 2. The outbound and inbound transportation services by motor vehicle are in furtherance of and incidental to its primary business; and 3. The company was not engaged in operations as a common or contract carrier by motor vehicle subject to Part II of the Interstate Commerce Act.⁹

The Federal Courts and the Primary Business Test

The Federal Courts, in distinguishing between transportation and other business undertakings as the test of determining whether a given operation is a carrier operation or a transportation service incidental to a marketing or other service, have laid great emphasis upon the good faith of the operator. In *Interstate Commerce Commission v. Clayton*, the United States Circuit Court of Appeals, Tenth Circuit, held that an operation which embraced the purchase, sale and local delivery of coal, in which the operator derived a profit from the sale of the coal and its transportation, was bona fide and that the local court was justified in finding him a private operator.¹⁰

In *A. W. Stickle and Company v. Interstate Commerce Commission*, the same Court found that an operation in which lumber was transported and sold at prices which included trucking rates which varied with the distance the lumber was transported was engaged primarily in the transportation of lumber for compensation and was therefore a carrier for hire under contracts with its customers.¹¹

The United States Supreme Court, in several leading cases, has laid great weight upon the holding

out to serve the public as a common carrier as a determinate of the true status of a carrier. In *Michigan v. Drake*¹² and in *Frost v. R. R. Commission of California*¹³ the United States Supreme Court held that private or contract carriers could not be converted into common carriers by the provisions of statutes which declared motor vehicle operations conducted in certain manners to be such, but that the test of what a motor operator was or was not is determined by what it holds out to do and not by mere legislative fiat. The Court held in these cases that a private or contract carrier is unconstitutionally deprived of his property without due process of law by the state requiring him to become a public carrier, in order to secure a permit for him to use public highways for transportation purposes.

The same constitutional safeguard, it would appear, should apply to the conversion of private operators to common or contract carriers contrary to the above character of their operations.

The Profitability of the Operation as a Criterion

One of the points in which the Interstate Commerce Commission and the Courts have reasoned closely is that of the profitability of the operation. It is not significant whether the operation of the vehicles results in a profit or a loss, although the Commission and the Courts have paid some attention to the relationship of revenues and costs. The records in many of the cases are not complete or clear on this score. The real test appears to be whether or not the transportation service is performed for the purpose of deriving a profit from the transportation service as such, or whether the transportation service is performed as an incident to the primary manufacturing or merchandising business of the companies operating the motor vehicles, without regard to the profit or loss derived from it.

⁹ I.C.C. Docket No. MC-107079, *Schenley Distillers Corporation Contract Carrier Application*, Mimeographed opinion.

¹⁰ *Interstate Commerce Commission v. Clayton*, (127 Fed. (2d) 967), 1942.

¹¹ *A. W. Stickle and Company v. Interstate Commerce Commission*, (128 Fed. (2d) 155), 1942.

¹² *Michigan P.U.C. et al. v. Duke d/b/a Duke Cartage Co.*, (266 U.S. 570), 1925.

¹³ *Frost et al. v. R. R. C., California*, (271 U.S. 583), 1926.

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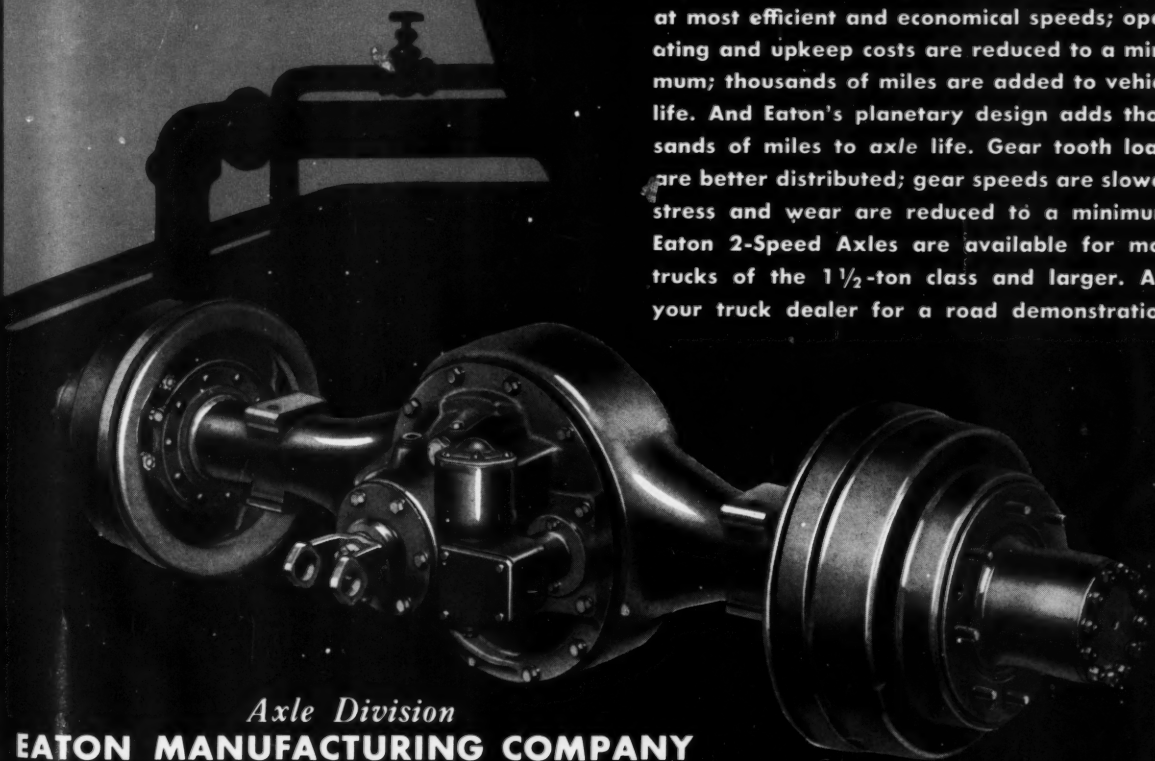
AGE

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Eaton 2-Speed Axles give you both pulling power and speed in the same vehicle—instantly available to meet every specific operating need. Your trucks do more jobs, make faster trips. With Eaton 2-Speed Axles, engines run at most efficient and economical speeds; operating and upkeep costs are reduced to a minimum; thousands of miles are added to vehicle life. And Eaton's planetary design adds thousands of miles to axle life. Gear tooth loads are better distributed; gear speeds are slower; stress and wear are reduced to a minimum. Eaton 2-Speed Axles are available for most trucks of the 1½-ton class and larger. Ask your truck dealer for a road demonstration.



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CUT TODAY'S HANDLING COSTS...



increase tomorrow's profits

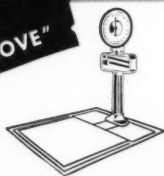
Wasteful rehandling is the biggest single cause of high distribution costs. Lift and move goods in big multi-unit loads and you can cut those costs drastically. The Yale Worksaver Electric Low-Lift Pallet Truck speedily picks up and moves giant loads through narrow aisles, in and out of elevators, freight cars and motor trucks... no time and effort wasted in piece-by-piece rehandling!

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This Telescopic Worksaver Tilting Fork Electric Truck has a 10-foot lift... is only 83" high. Free fork lift of 60¾" elevates loads to this height before secondary uprights start upward. Ideal for capacity stacking in high and low head-room storage areas. Capacities: 2,000 lbs. up to 48" load length; 2,500 lbs. up to 36" load length; 3,000 lbs. up to 28" load length. 68"-high model, available in the same capacities, has 45¾" free fork lift... ideal for operation in and out of freight cars and motor trucks.



Material Handling Institute

Session in New York marked by plans for 1951 show and educational campaign.

MARKED by the re-election of J. H. W. Conklin as president and John G. Bucuss as first vice president and the election of L. West Shea, The Union Metal Mfg. Co., as second vice president, the Material Handling Institute, Inc., held its annual meeting at the Hotel Commodore, New York, on Dec. 6.

After a brief statement on activities by Mr. Conklin, of Clark Equipment Co., treasurer, R. Kennedy Hanson reported on receipts and expenditures for the year ending November 30. L. J. Kline, The Mercury Mfg. Co., reporting for the show committee, explained the agreement and procedure for the Fourth National Materials Handling Exposition, to be held at the International Amphitheatre, Chicago, April 30 to May 4, 1951.

The firm of Clapp & Poliak is engaged as manager and it is agreed that the Institute will be "the prime sponsor of interest" for the show. The national office of the American Material Handling Society will be invited to "become prime user sponsor." Technical matters were also discussed, and it was specified that no 1950 show would be held. Mr. Kline pointed out that those members who had exhibited at the three previous expositions would be in a favorable position with respect to allocation of space.

A project to present a written study of materials handling case histories in book form was furthered. It is the first in a series of educational steps and will, it is expected, be beneficial to both the industry and the Institute. J. W. Wunsch, Silent Hoist & Crane Co., reporting on the AMHS, said that at present there are nine local chapters now functioning. Several others are "very likely to join in the near future."

Mr. Wunsch stated that the objectives of the AMHS were those of the Institute and that the latter should assist the AMHS in its activities. He then introduced A. K. Strong, president of the AMHS, who briefly related the history of his group. It was found desirable, in view of the fact that the society was not purely technical, for the Society to modify its constitution to eliminate the three advisory members from the Institute, the latter being a trade association whereas the Society was a professional group.

Mr. Strong then referred to a recent Pittsburgh meeting at which University of Pittsburgh students attended, and the matter of materials handling text books was brought up. Mr. Strong also discussed the idea of Regional Shows, during off years when no national shows were held. The AMHS is planning to set

up several classifications of membership.

Mr. Shea, for the publicity committee, discussed several possible steps in improving educational work. Mr. Conklin suggested deferral of the matter of appointing a technical assistant and it was made clear that this step could not be taken at present.

The meeting adjourned soon after for lunch, at which occasion Dr. Jules Backman of New York University spoke. (The reader is referred to the editorial, this issue, for a summary of Dr. Backman's remarks.)

Results of the election of product section officers were as follows (the chairmen of these product sections are automatically elected directors): *Casters*, chairman, W. H. Noelting, Faultless Caster Corp., vice chairman, C. M. Mead, Divine Bros. Co.; *Electric Accessories*, chairman, C. B. Elledge, General Electric Co., vice chairman, C. J. Moore, The Electric Storage Battery Co.; *Electric Hoists*, chairman, J. C. Mevius, American Engineering Co., vice chairman, H. H. Kummer, The Euclid Crane & Hoist Co.; *Electric Industrial Trucks*, chairman, L. J. Kline, The Mercury Mfg. Co., vice chairman, W. A. Meddick, The Elwell-Parker Electric Co.; *Floor Trucks*, chairman, C. H. Strauss, Ironbound Box & Lumber

(Continued on page 47)

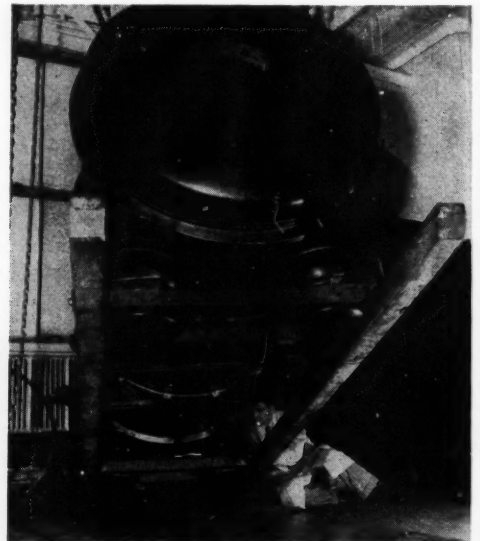
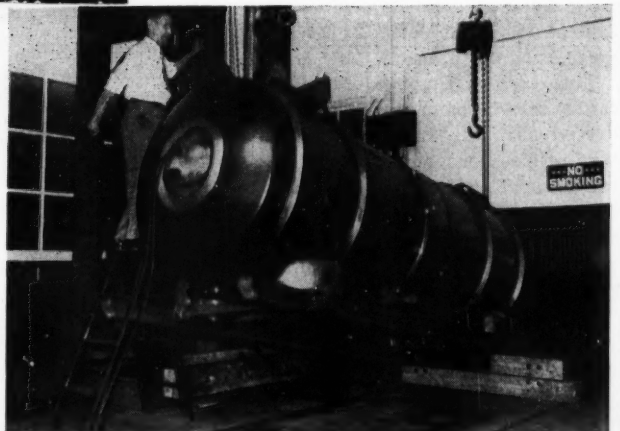
SHIPPING SHELL

Accompanying photos and captions deal with a shipping container designed by The Firestone Tire & Rubber Co. to hold jet aircraft engines in a pressurized medium. These pictures, made by request, illustrate a novel development which, while still in the prototype stage, is of great significance to the machinery field. It was designed with transportation closely in mind, and can be stacked so compactly that 12 Airpaks will fit into a railroad box car. The container protects the contents from moisture, dust and smoke and is indefinitely buoyant in water. The unit weighs about 1,000 lbs., measures 11.5 ft. by 3.5 ft. and can be moved on its skids, hoisted by cranes or handled by fork trucks.

Technician checking inflation valves of Airpak. The container floats on four doughnut-shaped air springs which cushion the engine from jolts and jars. The container is built in two halves which are brought together and clamped, these clamps providing a joint capable of carrying structural loads.



Drop tests are employed to insure safe shipment of precision machinery. Photo shows laboratory test. The container, carrying its load and air pressure, is lifted to 36 in. and then dropped. Note that the low end of the container is elevated on irregular support, causing a twisting action when the load drops.



Container in "drop" position, showing air-hydraulic suspensions utilizing air springs. The suspensions are intermediate between container shell and skid structure, providing a support similar to that provided by automobile springs. One of the expansion units is being measured before drop testing.

D NEXT MONTH

The February issue of **DISTRIBUTION AGE** will be its Annual Warehouse and Where-to-Buy Directory Number.

In addition to the public warehouse section that has been a feature of our D and W Directory, formerly distributed as a separate publication, the 1950 edition will include a Where-to-Buy section in which will be listed the manufacturers of the equipment and supplies purchased by shippers, carriers and warehousemen.

This latest improvement in our service brings together for the first time under one cover—in a single market place as it were—all of the buyers and sellers of the multitude of services, supplies and equipment that make possible our modern distribution mechanism.

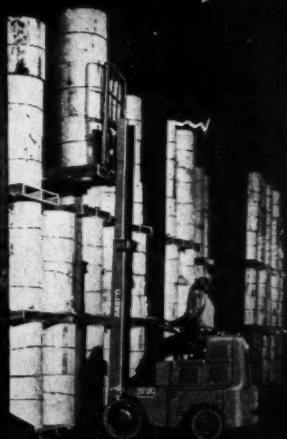
If you are a traffic manager, you already know the value to you and your organization of our warehouse directory section. You now have the added advantage of a source of supply of the handling and carrier equipment your company uses and of the supplies it consumes.

If you are a public carrier, a public warehouseman or a combination of the two, you are not only meeting your customer, the shipper, in **DISTRIBUTION AGE** but will also find in its new Directory Number the names of the manufacturers who can supply you with the tools of your trade.

If you are a manufacturer of any of these distribution tools, you meet all of your shipper, carrier and warehouse prospects in the monthly and Directory issues of **DISTRIBUTION AGE**.

But regardless of the category in which you belong, we solicit your constructive criticism of our new Directory Number so we may continue to improve subsequent editions.

CLARK



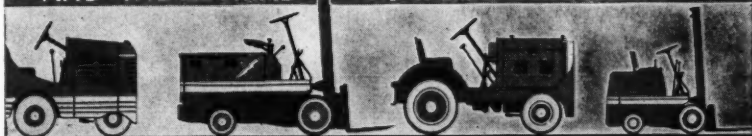
"BACKS GET THE Breaks IN OUR WAREHOUSES"

"In our opinion, Clark Methods and machines represent the ultimate in modern materials handling efficiency. We operate 12 modern warehouses with a total of 2,100,000 square feet of storage space in the Philadelphia shipping area. Our Clark fork-lift trucks reduce merchandise damage to the absolute minimum, cut withdrawal time in half, effect major savings in all handling operations—economies we are pleased to pass along to customers. Better jobs for our workmen, too—their backs get good breaks!"

Malcom A. Buckley, Vice President
MERCHANTS WAREHOUSE COMPANY
Philadelphia, Pennsylvania

Profits get good breaks, too, when you use the sound, sure Clark Methods to offset climbing costs. To discover latent savings opportunities in your own materials handling setup, and to make plans for their exploitation: **CONSULT CLARK.**

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REPRESENTATIVES IN PRINCIPAL CITIES THROUGHOUT THE WORLD
AUTHORIZED CLARK INDUSTRIAL TRUCK PARTS AND SERVICE STATIONS IN STRATEGIC LOCATIONS

BULK AIRCARGO

(Continued from page 28)

ment is of significance with regard to the utilization of combination aircraft. In most passenger planes operated by the combination airlines, there is some space available for air cargo. The total for all airlines is appreciable, even after discounting much of it because of its availability only at times or places not coinciding with the traffic demands. No one argues that, over the major routes, combination aircraft alone will adequately meet the need of air cargo service; but once the basic cargo flight pattern is established, a real advantage arises out of the combination flights not only because they will permit service to small communities that would otherwise have no service, but because of their effect upon rates.

The great majority of combination flights will continue to be between the major cities which will generate the most traffic. If combination flights could not accommodate air cargo, every pound that moved would have to go in cargo aircraft for which additional flight expense would have to be incurred

by whatever carrier operated them.

Even with the foreseeable air cargo growth, it is apparent that many of the 720 points now certificated for passenger, property and mail services will not develop a volume of air cargo to warrant regular schedules of all-cargo aircraft. The routes of most of the so-called feeder carriers and some of the permanently certificated regional carriers may never develop air cargo in such regular volume as would economically justify the maintenance and operation of all-cargo aircraft. The "nooks and crannies" of combination aircraft have been scoffed at by those who talked in terms of 12,000 and 10,000 lb. shipments, but a very substantial portion of the shipments moving in air cargo can be carried in just such aircraft. It is a matter of record that approximately 85 percent of all air cargo can physically be moved in combination aircraft. Many of the larger airlines have consistently carried 40 to 50 percent of all their cargo in such planes.

Even among the larger carriers, the combination plane will always

play a part in air cargo service. Its use will continue to supply the speed which shippers will always demand. The most popular hours for the all-cargo flights will be between dusk and dawn for overnight delivery. Strictly cargo schedules of all carriers are planned with this in mind. However, some air cargo, and a considerable portion of it, will want to move as rapidly as possible without regard to overnight delivery. This will include many perishables shipped in less-plane-load lots, valuable metals, live animals, tropical fish, drugs, biologicals, medicines and all kinds of "emergency" shipments.

Airlines are already finding that many shippers desire that their cargo, which might be moved more satisfactorily (to the carrier) in an all-cargo flight during the night, be moved during the day. For example, a department store in Miami might be receiving style goods from New York which it wants on the floor the next morning at opening. This means setting up the stock the evening before and having windows trimmed so as to be ready for the next day's opening. To meet such situations the shipment must be moved during the day which almost always means the use of combination equipment.

A very substantial part of air cargo can be carried in combination flights that would be operated anyhow between major cities. This segment can be carried at lower rates than otherwise might be possible, which is certainly in the best interests of shippers. It is likewise a benefit to the carriers, as the passenger flight generates additional revenues through the utilization of space that would otherwise be wasted.

From the standpoint of the users of air cargo, therefore, as well as from that of the combination airlines, the outlook for bulk shipments seems dim. As a matter of fact, the airlines are not set up to handle them, airport facilities are inadequate, and aircraft could not accom-

Securing cargo in combination-type plane.



modate large volume single shipments as a rule. Perhaps volume air cargo awaits the development of aircraft specifically designed for it and the decrease in rates that will surely follow the general use of such planes. But with the airlines adding larger planes to their fleets, all of which have increased capacity for cargo as well as passengers, it seems unlikely that they will be interested in very many strictly cargo aircraft.

It may remain for the cargo-only carriers to show the real potentialities of the cargo-only plane designed for the purpose, but whether they can do so at a rate that can be translated into prices consumers will be willing to pay is still the big question.

Among the combination airlines who operate all-cargo planes a logical pattern of service is emerging which provides for regular schedules of all-cargo aircraft to major route points only. The normal volume of traffic demands of lesser intermediate points is met by utilization of combination aircraft. Where occasional traffic at these points exceeds the capacity of the combination schedules, an effort is made to accommodate the traffic by adding the point as a stop on an all-cargo flight. This pattern of service, expanded as required by traffic increases, is that which will doubtless be afforded by the multiple-service carriers in the foreseeable future. It appears to be a sound and logical expansion from a passenger, mail and express service point of view.

AWA ANNUAL MEETING

Intensive discussion of storage and distribution problems will take place at the 59th annual meeting of the American Warehousemen's Assn., January 30-February 1, Edgewater Beach Hotel, Chicago.

Joint and separate sessions of AWA's two divisions, the Merchandise Division and the National Association of Refrigerated Warehouses, will be held. The general session will take place at a luncheon on Monday, January 30. Divisional meetings will occur on Monday, Tuesday and Wednesday. On Thursday, February 2, NARW delegates will assemble at the Congress Hotel for the Frozen Food Convention.

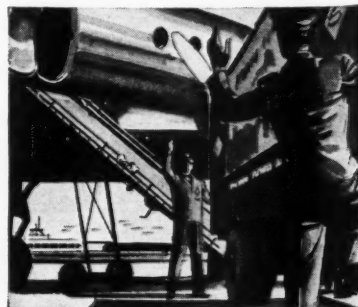
Press breaks down — but \$2.88 keeps editions rolling



Press broke down at 5 P.M., at end of evening edition's run. But this publisher got replacement parts in a hurry the same way he gets electros, mats, news photos — by Air Express. An 18-lb. carton traveled 500 miles, was delivered by 11 P.M. Shipping charge \$2.88. Morning edition published as usual.



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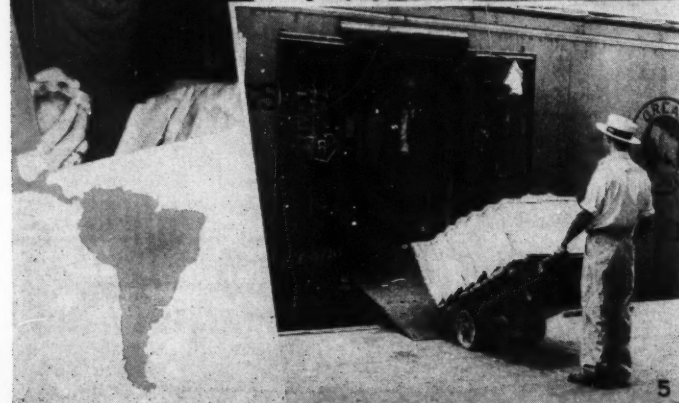
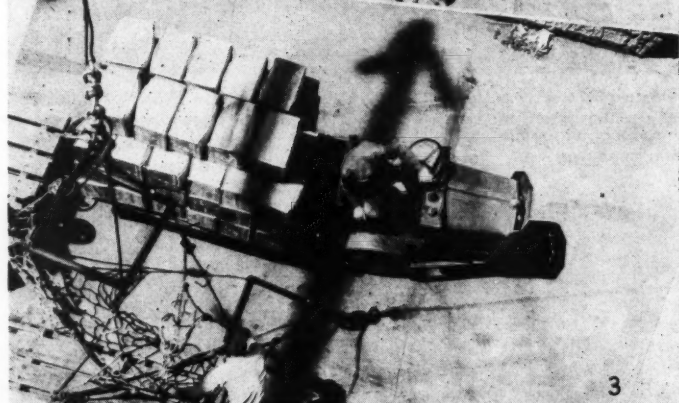
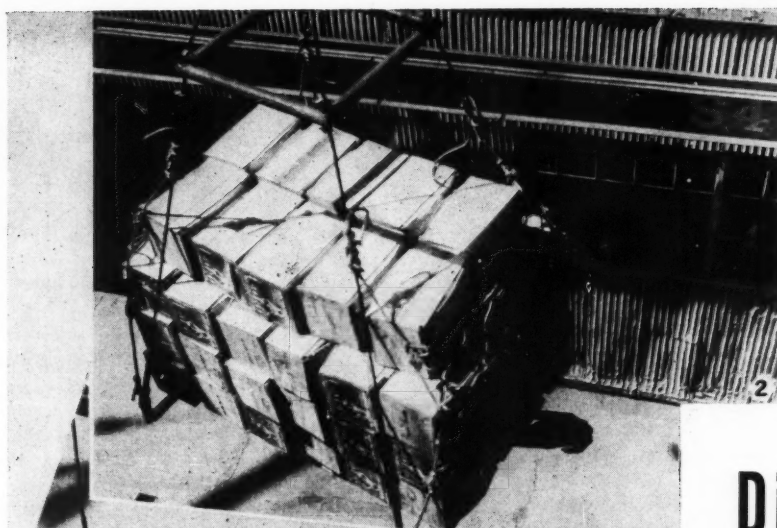


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Distribution Via ARGENTINA

FRUIT flies are about the only annoying thing left in the movement of Argentine fruit into New Orleans by boat. As far as distribution and particularly the intimate link-up of handling, packing, water and rail transportation and storage are concerned, the problem has been licked. The problem? Moving perishables with little or no loss from down near Patagonia to up near the Great Lakes. If this isn't one triumph of modern distribution, then what is?

The fruit was precooled in the Del Sud's hold, to save on warehouse space and make the fruit fly problem more easily manageable. The boat is now made secure at the dock. Deep in the hold, longshoremen break out the cases of fruit. As soon as they work back far enough to permit some room, a gravity conveyor takes over the job. This conveyor takes the cases over to the ship's elevator, where they are placed on pallet boards before being put on the elevator (Fig. 1).

Once on deck, lines are attached to the load of fruit, and the ship's crane swings it over the side. Fig. 2 shows the load with the dock-side warehouse in the background. When the lines have been cast off, "mechanical mules" hitch onto the wheeled pallet (Fig. 3). From here it is only a few feet to where other longshoremen unload and stack the crates.

Three out of every hundred are broken open for a spot check by U. S. Department of Agriculture inspectors, who are on the lookout for the "South American fruit fly" (Fig. 4).

Meanwhile, railroad refrigerator cars have pulled up alongside the dock warehouse. The total distance from the square of the hold to the door of the freight car is scarcely 100 ft.

Fig. 5 shows the fruit being loaded aboard the car. The employee's job would have been easier if the platform had been nearer the height of the bottom of the freight car door. But in it goes, and off to the northern tier of states.

MOVING

(Continued from page 19)

seven vans per hour were loaded and sent on their way.

Columbia's fleet of 25 trucks, together with about 55 others, supplied by 15 other operators completed the list of equipment.

Most of these vans made three trips during the five days. As with all big jobs, the prime factor was the constant flow of goods out of and into the buildings. Perfect coordination was required to see that no bottlenecks developed. The men worked the maximum number of hours allowed for interstate transportation. Credit goes in part to good industrial relations.

All loads were weighed on the scale at Lever House before rolling, and each load was accompanied by a special manifest made out for this particular job. Charges were in accordance with Columbia's regular published tariff. Lever Brothers did not ask for, and was not offered, any special consideration ratewise.

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ORIENT CARGO

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	Under 100 lbs.	100 lbs. and Over
TO the ORIENT	\$2.26	\$1.70
FROM the ORIENT	\$2.09	\$1.57

Above rates apply from all points on domestic route of the following airlines to Tokyo, Seoul, Okinawa, Hong Kong and Manila!

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Takes Details Off Your Hands

United Van Lines agents are specialists in avoiding major moving-day worries by advance

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United VAN LINES, INC.

"Moving with Care Everywhere" ★ Over 300 agents in U.S. and Canada

United Vans exclusively are "Sanitized for Cleaner, Safer Moving"

AFTER 1949, WHAT?

(Continued from page 21)

troubled by breakage from glass containers.

2. *Protective Packaging.* (a) *Corrosion prevention.* During the past year, for the first time since the war, a new means of corrosion control was developed which is more economical and simpler to use than some other methods currently in use. This new method involves ordinary 30 lb. kraft paper which is impregnated with a new chemical inhibitor called V.P.I. While there are limitations to its use, tests indicate a bright steel tool or part, wrapped with this paper and without any other steps in corrosion control, will remain bright and free of rust or other deterioration for from two to five years.

(b) *No-tarnish Packaging.* The silverware and silverplate manufacturers were given a boon which promises to do away with the age-old problem of discoloration. Without harming the materials, silver is coated with a transparent substance which keeps it bright indefinitely. Also, transparent acetate bags have been made for the same purpose. To shippers, warehousemen and carriers this has importance inasmuch

as it may tend to take the goods out of the special handling class with instructions not to store near certain other types of products which would contribute to tarnish.

(c) *Trapdoor Ventilation for Prepacked Fresh Foods.* Packaging of many fruits and vegetables with cellophane and other acetates has up to now been greatly retarded because of the tendency of products to wilt or deteriorate in such packing, if not used immediately. This has required prepackaging to be near to markets of consumption and lightning-speed distribution.

Several developments have just come about which may change this entire method of distribution and marketing and extend prepacking to many other products.

One rather simple but effective improvement is the so-called "trapdoor ventilation" in the bags. These are small, semi-circular slits which permit carbon dioxide (created by fresh produce) to escape without exposing the goods to fresh air and oxygen.

For fruits requiring some ventilation, there has been developed bags with elastic-type bottoms

known as "Snap backs." Here, transparent bags are filled and contents held without necessity of heat sealing.

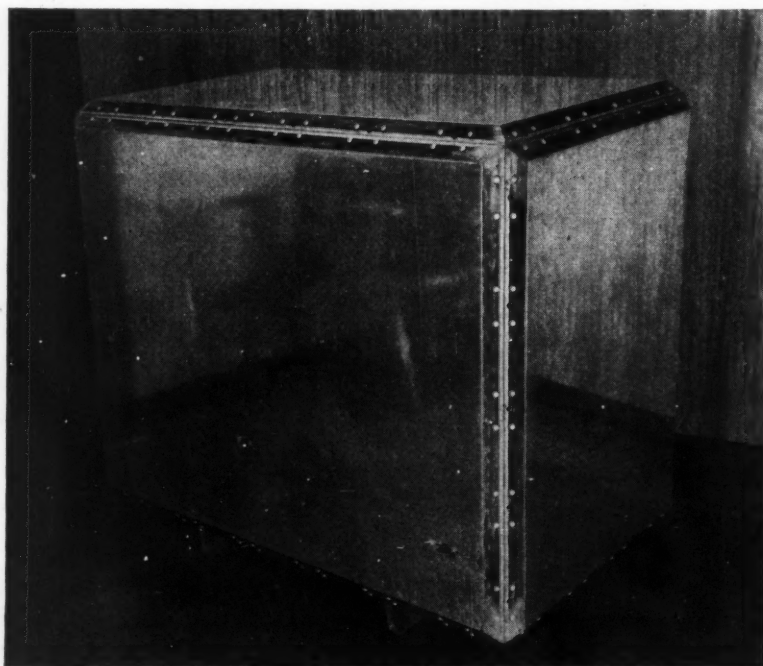
Iceless packaging for lettuce, moldable laminated foils and the development of *extruded polyethylene* (which greatly reduces costs) are other developments which today influence the prepackaging field.

3. *Handling and Packaging Equipment effecting Packing.* (a) *Palletless loads.* During the past year, Hyster, Yale & Towne and other handling equipment manufacturers have developed equipment for greatly increasing the size, type and scope of loads which can be picked up and handled without use of pallets. Side arms or other systems are used to embrace a tiered load of up to 4,000 lbs., including barrels, bales and other multiple units, and handle it without pallets or blocks. The increased use of such equipment will mean that shipping containers must look to resistance against side compressions as much as to load-bearing factors from weight tiered overhead.

(b) *Plastics in Equipment.* Within recent months, shippers have witnessed the spread of plastics to standard equipment in the shipping room. Strapping machines, stretchers and sealers have been improved with plastic handles which make this work as easy as handling a fine car. Breakage of the water bottle supplying the automatic high-speed tape-sealing machines has been overcome by using transparent shatterproof tenite in place of glass. Conveyors for loading and unloading cartons from trucks and for interdepartmental handling of cartons have been developed by use of plastic rollers and aluminum or magnesium frames. A 10-foot section will weigh only 31 lbs. with a distributed load capacity of 500 lbs. per 10-foot section.

(c) *Unfolders or Unscramblers.* A completely automatic non-manual control machine has been developed for the opening of cartons and feeding out of the contents for automatic production line activities. If, for example, the contents are empty glass bottles for filling, broken numbers or odd sizes and other variations will be rejected. With the greater use of such equipment, it becomes a question of shippers co-

Transparent container with reinforced edges.



ordinating their containers to consider the use to which the receiver will subject them.

(d) *Pallets.* No review of packaging progress can overlook the strides made in pallets during recent months. Lower-cost wooden pallets, and light pallets made of aluminum, steel and even wire-bound construction, have been introduced. Expendable pallets with corner corrugated paper posts were brought out; these eliminate the necessity of return of pallets.

4. *What's Ahead?* Progress consists of step-by-step developments. The past few months have witnessed tremendous gains in the field of packing, packaging and shipping techniques. New ideas have their value, not when revealed, but as they are adopted and put into practical use. We can be sure the months ahead will bring tremendous strides forward in packing and crating. Certainly the developments of the recent past will gain new adherents. However, we can be equally sure our laboratories and packing research wisdom have not exhausted the font of new ideas.

Census on Trucks

U. S. Census data are now available on motor vehicle equipment in use, by industry, by type and capacity of equipment. Readers are invited to write in for specific data. For example, we can supply figures on the number of 1½ ton trucks used to transport bakery products. Unfortunately, at present we do not have figures on the number of manufacturers having a given type of equipment; all that is available is the total number of concerns in a given industry who have reported use of equipment.

National Highway Users Conference advises that firms in the food and kindred products field had 57 percent of total private vehicles, and that a total of 408,221 trucks, tractors, trailers and semi-trailers were owned or leased by 246,437 mfg. concerns reporting. As to body types, the totals show 29,434 vans, 89,450 stake or platform type, 141,380 panels and 88,080 all other.

Demands of distribution are yet to be satisfied along many lines. In the food field, the trend to supermarkets has brought about a great deal of dissatisfaction with the current design of shipping cartons. Much work is necessary in opening and stacking goods on shelves. Undoubtedly the container industry will give thought to simplifying this work by receivers who ultimately must open the cases.

Another influence is the trend to field stocks and spot inventories for local distribution. Packing and crating men must recognize that there will be more and more occasion for containers to be opened, reclosed

and reused, with the possibility even of some contents being removed.

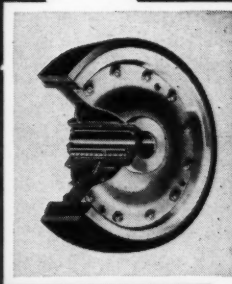
The final and perhaps greatest influence on shipping containers is the trend towards *making the shipping unit double in purpose as the display and merchandising piece as well.* This takes the *coordination of package designer, shipping expert, sales or merchandising manager, traffic manager, advertising department and costs controller.* Protection of goods in transit alone no longer is sufficient. Nineteen hundred fifty undoubtedly will see the crystallization of greater teamwork towards most efficient and purposeful packing and packaging.



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Top Management Looks at Capacity Data

and too often gets all balled up comparing own and government figures, or forgets that there are plenty of other men in the organization who can use some of the "dope" too!

BY D. OLIPHANT HAYNES

WHEN a business grows beyond the one-man stage its executive head can seldom keep sufficiently in touch with each phase of its activities, nor can he carry all the details in his head. The problem is, how can he keep so informed that he can intelligently guide his organization and pass on to his subordinates data which will be helpful to them without having voluminous reports prepared and burdening himself with having to wade through them?

The solution is for each executive head to develop a few significant key figures which will indicate to him the general condition of the business and how each element of the organization is functioning.

There are, for instance, certain important figures which the top executive of a refrigerated warehouse should have if he is to keep his finger on the pulse of the company's activities. Some of these are purely internal, others have to do with the company's competitive position. Some are significant in themselves; others are useful only when presented in comparison form. Daily reports on bank balances, loans on warehouse receipts and similar financial figures are significant in themselves. Sales figures, on the other hand, because of the personal characteristics of the business, are best interpreted when compared with those for corresponding periods of previous years.

There are two figures which are vitally important to a top executive

in this industry. It is well, however, to review these two key figures carefully because they can be deceptive.

The first is one of the most talked about figures in the industry: percent of occupancy. This figure, were it calculated in a uniform way, would be a most helpful industry figure. Unfortunately, there is considerable difference of opinion as to how it should be developed.

The monthly statistical reports on occupancy, issued by the Production and Marketing Administration of the U. S. Department of Agriculture, are based on data supplied by individual companies. To all intents and purposes, these companies are reporting on the basis prescribed for their preparation.

Even though the fundamental concept of "net piling space" is clearly defined, warehousemen themselves admit that they use other bases which are "just as good for all practical purposes." If this class of space were used uniformly, it would be helpful. However, it would also involve considerable time and effort to keep it accurate when any change of layout or room arrangement is made. Consequently, there is a tendency to coast along, using the same basis indefinitely.

The next error creeps into the figures through the ways used by different warehouses in arriving at the amount of space actually occupied by products in storage. Obviously, the only accurate method

(Continued on page 46)

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BOOKS AND CATALOGUES

"WHAT TO EXPECT FROM WIREBOUND BOXES AND CRATES," a new booklet, is published by the Wirebound Box Manufacturers Assn., for the information and guidance of shippers and industrial packaging engineers. The booklet covers such subjects as construction principles of wirebound shipping and containers, the basic styles of wirebound boxes and crates, and the advantage of wirebound shipping containers to shippers, such as reduced storage space requirements before use, faster assembling, easier handling, etc. Wirebound Box Manufacturers Assn., 105 S. LaSalle St., Chicago.

ATTACHMENTS, TOOLS AND ACCESSORIES FOR Hyster lift trucks, straddle trucks and mobile cranes are described in a 28-page catalogue. Model views, diagrams, specifications and explanatory text are used to bring out the features of the various special-purpose additions to basic materials handling machines. Chief among the lift truck attachments is the recently developed load-grab, which side-squeezes loads with sufficient hydraulic pressure to lift without the necessity of supporting pallets. For a copy of this catalogue, write the Hyster Co., Portland 8, Oreg., and ask for form No. 1129.

ELECTRIC AND GAS-ELECTRIC FORK TRUCKS are the subjects of a new 16-page bulletin issued by Lewis-Shepard Products, Inc. This brochure covers the complete line of Lewis-Shepard "SpaceMaster" electric fork trucks with specifications and dimensional drawings of each standard model. A portion of the bulletin is given over to the different attachments which can be readily mounted on the trucks to convert them into special purpose handling equipment. Bulletin No. 25 can be secured by writing to Lewis-Shepard Products, Inc., 264 Walnut St., Watertown, Mass.

YALE & TOWNE MANUFACTURING CO. offers instructions for operating gasoline fork trucks to materials handling engineers, industrial truck maintenance men and truck operators. A total of 25 hints are given. The bulletin is divided into four sections. Section one, on engine starting; section two, on starting the truck; section three, on running the trucks, and section four, on caution. Copies of the bulletin P1170 can be obtained by writing to Yale & Towne Manufacturing Co., Roosevelt & Haldeman Ave., Philadelphia.

KILBOURNE & JACOBS MFG. CO. has put out a new catalogue on K&J casters and wheels for industrial, commercial, and institutional use. It covers a complete line of wheels and casters for application from light, one hand, two wheel trucks to fifty ton industrial trailers. All pertinent data is conveniently grouped with photos and engineering drawings of the products. Copies are available from Kilbourne & Jacobs Mfg. Co., Columbus, Ohio.

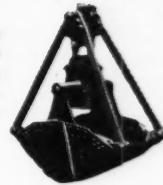
"WHAT IS A MOVING SERVICE?" is another booklet of the educational series put out by the Household Goods Carriers Conference, ATA. Copies of this 16-page booklet are free on request. It is for drivers and other employees; it is for management as well.

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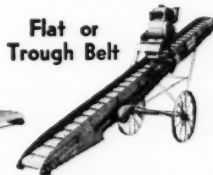
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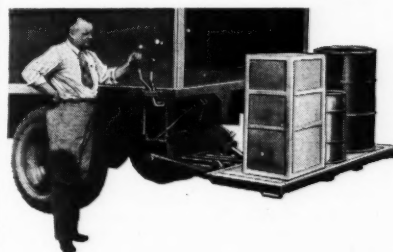
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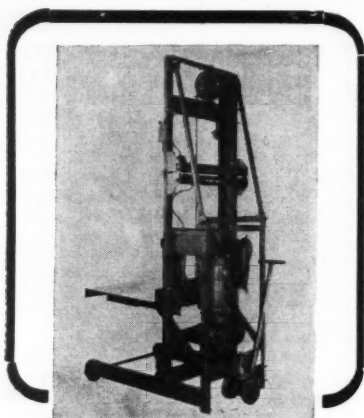
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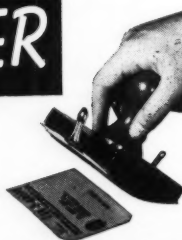
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TOP MANAGEMENT

(Continued from page 44)

for determining this figure is to physically measure the available space at the time of reporting. Here again time and trouble are deterrents to accuracy.

By way of compromise, most concerns have arrived at an average figure of so many pounds per cu. ft. of space. This they use to convert pounds of product in storage to an equivalent amount of cubic space.

What is the result? All is well when the merchandise stored is actually as dense as the mythical average. But seasonal changes invariably mean that there are products stored which shift from the average. Nuts in shell and skins, for example, are less dense than the

average of products stored in refrigerated warehouses. Should there be unusually heavy receipts of these products, as has happened at times in some areas, figures based on average density are woefully inaccurate. This method of calculating occupied space can conceivably result in a warehouse being 90 percent occupied, but reporting only 70 percent occupancy. Or, if the shift had been to products with greater densities, there could be an occupancy of over 100 percent!

The other important factor which should be watched carefully is labor performance. The amount of payroll is useless and the payroll cost per 100 lbs. is not much better in these days when hourly rates paid to workers change all too frequently.

The only truly significant figure which can be arrived at without keeping standard cost records is *pounds handled per man-hour*. It would be even more meaningful if the pounds were "weighted"—varied according to the relative amount of labor involved in handling different kinds of products. Even so, this measure is a far better guide to management than any statistic involving dollars and cents. It might also be noted that figures of this kind should be developed quickly and issued soon after performance. They gain their true significance when compiled on a fairly long-term basis, say quarterly. These are more representative of trends in labor efficiency than those for short periods, where fluctuations are of course more significant.

Clem's Busy

Clem D. Johnston, president, Roanoke (Va.) Public Warehouse, general president, American Warehousemen's Assn., and a National Chamber of Commerce director is continuing his work in the preservation of American ideals. His latest effort was a "Paul Revere" tour of Virginia Cities. During his tour he spoke to nearly 1,500 business men and women representing 37 organizations. He participated in conferences on national affairs. These conferences, under the direction of the Chamber of Commerce of the United States' Governmental Affairs Department, are being held throughout the United States to inform average American citizens on the need for greater interest in better government.

Coming Events

- Jan. 16-19—First Plant Maintenance Show and Exposition, Cleveland Auditorium, Cleveland.
- Jan. 22-27—National Furniture Warehousemen's Association, annual convention, Hotel Del Coronado, Coronado, Calif.
- Jan. 23-25—5th Annual Meeting, National Truck Leasing System, Drake Hotel, Chicago.
- Jan. 24-28—18th Annual Convention, Mayflower Warehousemen's Assn., Hotel Biltmore, Palm Beach, Fla. Registration Jan. 23.
- Jan. 27-31—Annual convention, local Carriage National Conference, Cincinnati.
- Jan. 30-Feb. 3—American Warehousemen's Association, Edgewater Beach Hotel, Chicago.
- Jan. 31-Feb. 4—All-Industry Frozen Food Convention, Chicago, correlating with the 1950 Atlantic City convention.
- Feb. 2—Annual meeting of Allied Distribution, Inc., Edgewater Beach Hotel, Chicago.
- Feb. 20-21—Second Annual Purdue Materials Handling Conference, Purdue University, Lafayette, Ind.
- Feb. 28-Mar. 1—National Marketing Conference, Detroit.
- Apr. 4-6—Annual Engineering and Maintenance Conference of the Air Transport Association of America, Hotel Continental, Kansas City.
- Apr. 24-27—19th National Packaging Exposition, Navy Pier, Chicago.
- Apr. 26-27—3rd Highway Transportation Congress, sponsored by the National Highway Users Conference, Hotel Mayflower, Washington, D. C.
- May 29-June 9—Canadian International Trade Fair, Exhibition Grounds, Toronto, Ontario.
- June 15-17—Material Handling Institute, Greenbrier Hotel, White Sulphur Springs. Also attending is Electric Industrial Truck Assn.
- Aug. 7-19—First United States International Trade Fair, Coliseum, International Amphitheater and Navy Pier, Chicago.

NITL MEETS IN CHICAGO

(Continued from page 15)

Ross, Continental Baking Co., related a recent meeting with officials of Railway Express Agency, and his report was approved. Another report came from J. B. Keeler, Koppers Co., Inc. Mr. Keeler discussed terminal services and the attitude of the ICC, which he termed unreasonable and arbitrary. H. M. Frazer brought up I.C.C. matters, and J. W. Harley, U. S. Rubber Co., called attention to the fact that membership in the League had increased by 23, giving a total current membership of 1,452.

W. H. Ott, Jr., Kraft Foods Co., submitted several recommendations on rates and classifications, taking exception to National Classification Board actions.

Opinion from other speakers appeared to give the impression that motor carriers were looked upon with a more benign eye than the railroads. For example, L. F. Orr, Pet Milk Co., stated opposition to the alleged effort of the railroads to restrict economic utilization of highways and attacked the Commission for an apparent attempt to restrict private use of vehicles. Mr. Orr called attention to an investigation by the Association of State Highway Officials into the effects of traffic on highways.

Several speakers discussed the question of subsidies for railroads and it was brought out that the League had already taken a position against subsidies in domestic transportation. Another bit of evidence showing the present temper of traffic men was the comment on apparent shortage of new equipment and in "failure" to upgrade bad order cars.

Attention was called to remarks made by C. E. Walker, former president of the Southern Traffic League and at present an industrial traffic manager in Columbus, Ga. Testifying before the House judiciary committee on the Reed-Bulwinkle Act, he stated that both the ATA and the AAR should be "prohibited from participation in any way and from appearing as a party to any consideration concerning a matter of rates, rate schedules, rate rules,

or rate tariffs." He suggested that this could be effected by adding two paragraphs to the Act.

In his opinion, the Act was not progressive, but tended to retard carrier and even public independence.

Mr. Walker also criticized the ICC by inference, suggesting that enforcement of the anti-trust laws was something beyond the police powers of that Commission. Because effective enforcement of acts and agreements of all carriers by the ICC would "require that the ICC be expanded far beyond its present bulky status," it seemed to Mr. Walker additional reason why amendments to Section 5a would be advisable.

It was the general sense in the meeting that Mr. Walker's statements were his own and did not necessarily reflect the opinions of any group.

MHI SESSION

(Continued from page 35)

Co., vice chairman, E. C. Hamm, Service Caster & Truck Corp.; *Gas Trucks*, chairman, J. W. Wunsch, Silent Hoist & Crane Co., vice chairman, C. E. Smith, Towmotor Corp.; *Hand Lift Trucks*, chairman, Geo. G. Raymond, Lyon-Raymond Corp., vice chairman, W. C. Stuebing, Lift Trucks, Inc.; *Monorails & Tramrails*, chairman, J. P. Lawrence, The American MonoRail Co., vice chairman, L. R.

Ransom, The Richards-Wilcox Mfg. Co.; *Motorized Lift Trucks*, chairman, Howard M. Palmer, Lewis-Shepard Products, Inc., vice chairman, I. F. Schreck, The Moto-Truc Co.; *Pallets, Containers and Auxiliary Equipment*, chairman, G. J. Hanhouser, Fab-Weld Corp., vice chairman, R. J. Himmelright, The Monarch Rubber Co.; *Strapping*, chairman, H. C. Bristoll, The Stanley Works, vice chairman, Adolf Larsen, Gerrard Steel Strapping Co.

J. Leo Cooke Forms Warehouse Chain

The beginning of a national public merchandise warehouse chain by J. Leo Cooke has been marked by the formation of the J. Leo Cooke Warehouse Corp. Four buildings, comprising 250,000 sq. ft. of space in Jersey City, have been acquired from the Bay Street Warehouse & Storage Co., and will be occupied on Jan. 1. Offices are at 140 Bay Street, Jersey City.

Mr. Cooke, who is president of the American Warehousemen's Association, Merchandise Division, was formerly executive vice-president and general manager of the Lehigh Warehousing and Transportation Co. and its subsidiaries.

The new properties are served by the Pennsylvania Railroad and are reported to have ample facilities for local and over-the-road highway carriers. The new company has established arrangements for a trucking service with the Storch Trucking Co.

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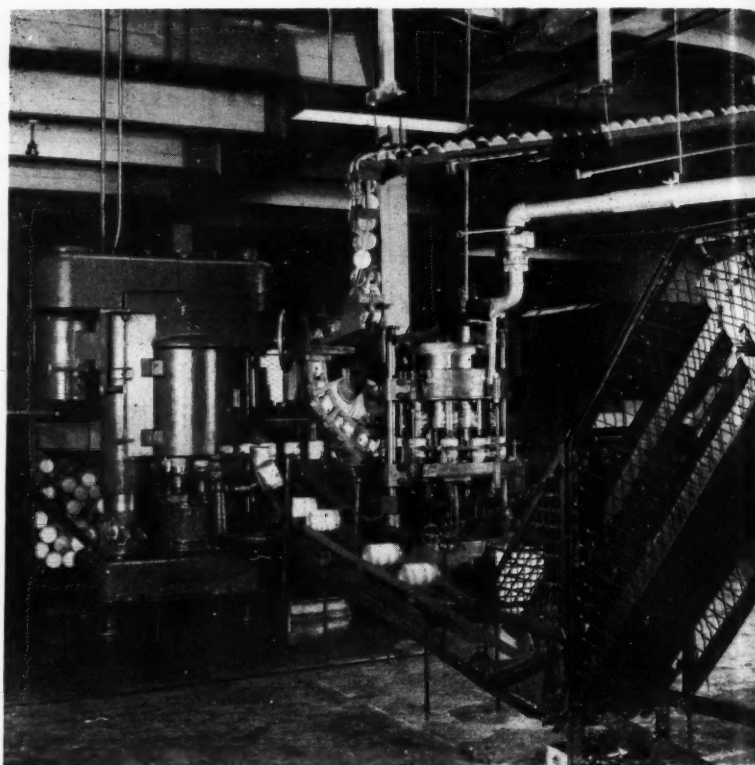
(Continued from page 30)

are packed in the same cartons in which they arrived.

Under the old methods, canning operations had to be suspended while the paper-bag containers of empty cans were unpacked and arranged for filling. Now when the freight car pulls into the siding at the East Boston plant, a powerized belt conveyor is rigged up into the freight car door. The cartons move along this conveyor inside the plant and up to a wheel conveyor.

As the cartons move along, two workers remove the empty cans, the cartons continuing to the area where they are re-packed with full cans. The empty cans are placed on an "unscrambling table," an endless belt and revolving disk feeding into a three-quarter-turn twister. The function of the three-quarter-turn twister is to turn each can upside down and dump out any foreign particles that might have remained inside.

(Continued on next page)



Cans are filled and capped, then rolled down gravity track to double belt booster.

"WHAT'S WRONG . . ."

(Continued from page 30)

Also speaking in behalf of their forms of transportation were Oliver Gottsback and Alexander Liddie, of Lehigh Warehouse & Transportation Co., and Warren C. Schubert, general agent of Acme Fast Freight. Mr. Liddie pointed out the advantages of the warehouse industry to the shipper.

Mr. Schubert, who had cited various improved methods employed by freight forwarders in Tampa, Jacksonville and Miami, where mechanical handling was intense and widespread, made the point that many truckers wanted the freight forwarding service; Mr. Markowitz claimed the opposite.

William Nicoll, Bristol-Myers, Inc., stated that service complaints were not being reported to top executives, who should hear about them so that corrections could be made.

Mr. Elwell announced that the Atlantic States Shippers Advisory Board would hold its quarterly

meeting Jan. 11-12, in Philadelphia. In connection with the Chamber itself, it was pointed out that letters have come to the Chamber of Commerce of Eastern Union County from many Chambers of Commerce in the West, asking how it was possible for them to do constructive work with a group not wholly composed of shippers. The Traffic Committee of this Chamber is believed unique in that its membership comprises shippers, railroads, truckers and air carriers. Mr. Markowitz's statement as presented before the Chamber (to be published in a forthcoming issue of *Distribution Age*) was a vigorous examination of transportation, from the inside and not from the outside. It stipulated at the outset that "all transportation agencies and shippers using them face indications of important changes taking place in the role played individually and collectively; that there is a proper

place for all, and that there should be an end to the processes that are now serving to weaken their position if all are to survive and render proper service, under private ownership."

Thereupon, the statement proceeded to analyze each form of transportation, pointing out current defects in service, destructive competition, the role played by subsidies, the effect of cumulative rate increases in such fields as railroading, the evils of traffic diversion, excessive or misapplied regulation of the trucking industry, the equipment needs of that and other industries serving the public and the present and future functions of certain transportation agencies.

Breadth of approach was exemplified by a major section devoted to warehousing and distribution functions besides transportation. Mr. Markowitz stated the trends which will vitally affect warehousing and air transportation in particular and the objectives which are most conducive to economical distribution.

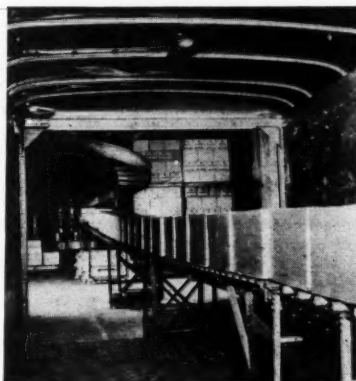
CONVEYORIZED DISTRIBUTION

(Continued from page 48)

The cans continue on, being fed automatically into a vertical elevator. The elevator is single-belt with one side of the cans on a track and the rounded side against the belt. This elevator provides a backlog of cans in case of slow-downs on the unscrambling table; it also makes possible a gravity feed to the filling machine. This feed is more regular than that derived from a power belt and provides a check on the unscrambling table. The gravity track fills up, and the weight of the cans causes a mercury switch to govern the unscrambling table.

The overhead gravity track leads down into a nine-pocket filling machine where the cans are automatically filled with motor oil at a rate of 250 per minute. They are then capped by another machine, which has the added function of embossing the can cover with the brand and grade of oil contained.

From the capping machine they roll down a short section of gravity track, where they pass along to a



Packed cartons move along conveyor to truck dock.

double-belt booster (two belts are required because of the weight involved), which lifts the cans up an inclined track to the packing machine.

The packer puts 24 cans—two layers at a time—into the empty cartons that have come in from the wheel conveyor. The filled cartons then pass through a case

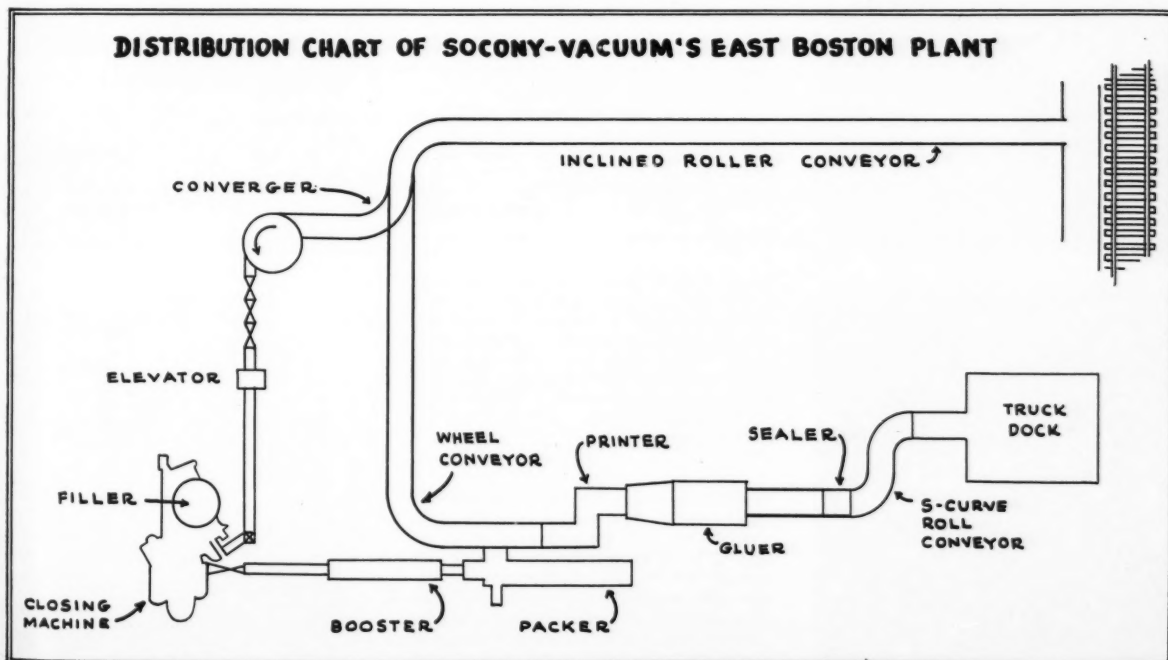
imprinter, which marks them with the grade of oil. They are then glued, dated, and sealed by machine. They continue along on a conveyor belt leading to a storage room or pass directly to freight cars or trucks for delivery to customers in New England.

The engineering was done by American Can Co., which utilized the following equipment: filling machine, compressing unit and dating machines (J. L. Ferguson Co.); sealer, vertical elevator and overhead track (American Can Co.); filler (Sprague-Sells Co.); packer and unscrambler (Standard Knapp Co.).

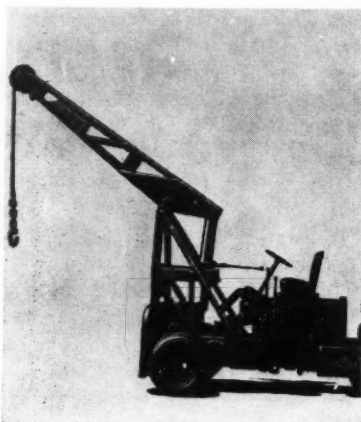
Originally, the building had a mezzanine; this has since been torn down, and the past several months have seen constant work done on improving and perfecting the installation. Right now the engineers feel they have a setup which can run at far lower cost and much higher efficiency than the old operation.

Cartons of empty cans are received at rail siding, upper right. They proceed along inclined roller-conveyor. While on conveyor, cartons are emptied of cans. Then cans go through filling operation (outside track) and empty cartons continue along (inside track) to packing area, where cans and cartons meet once more. From here they are conveyed to truck dock, lower right.

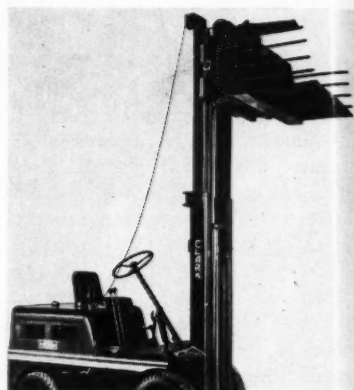
DISTRIBUTION CHART OF SOCONY-VACUUM'S EAST BOSTON PLANT



New Products and Procedures



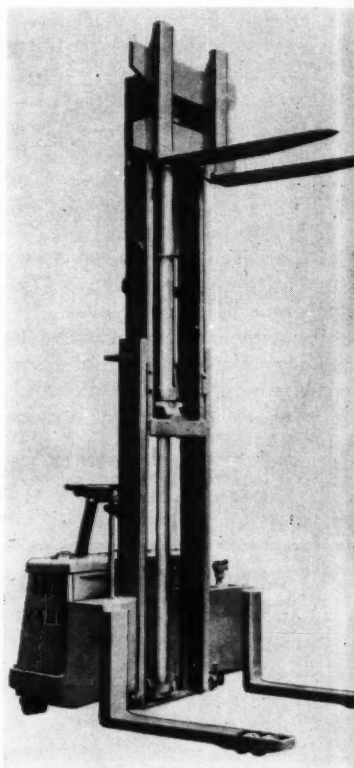
(Right) Gravity-dump grading fork attachment for bulk materials handling has been introduced by Clark Equipment Co.'s Industrial Truck Div., Battle Creek, Mich. Interchangeable with standard forks and attachments on standard uprights or Hi-Lo-Stack, fork has $\frac{3}{4}$ in. diameter removable tines for handling larger size coal, coke, and numerous other commodities. Fork is made of $\frac{1}{4}$ in. steel on $\frac{3}{4}$ in. hot-rolled steel; it locks in position when raised and is released by 15 lb. pull. The attachment is not for export. Grading fork has same characteristics as gravity dump shovel. In operation, the tines are said to enter readily into the material, avoiding the resistance encountered by a shovel, thus increasing speed of operations.



(Left) Silent Hoist & Crane Co., Brooklyn, New York, offers what it believes to be a very low-cost front boom crane. This crane has four speeds forward, up to 14 mph. and one speed in reverse. Auxiliary reverse transmission is available, at slight additional cost. This provides all forward speeds for traveling in reverse. Crane has the same front wheel drive found in this mfr.'s Krane Kar Crane; this offers what is said to be full traction under all conditions, whether loaded or not, thus assuring unimpaired easy steering of rear wheels. Load rides on a dead axle. Crane can climb 10 percent grade with full load, it is stated. Load, boom, cables or chains do not pass over operator's head. Single lever control copes with hoisting, reverse-gear lowering and holding in neutral.



(Right) Straddle-type fork-truck Worksaver has been introduced by The Yale & Towne Mfg. Co., Philadelphia. Originally designed for wing-type pallets, truck can be equipped with steel plate platform and remote hoist control for use as portable elevator or stacker. Truck has short length and two swivel wheels forward, and is available in 3,000 and 4,000 lb. capacities.

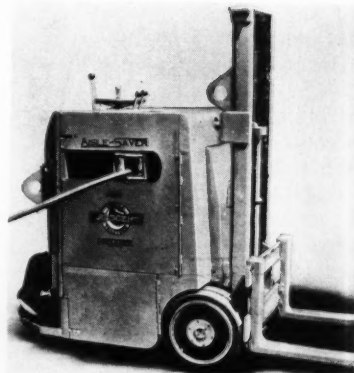


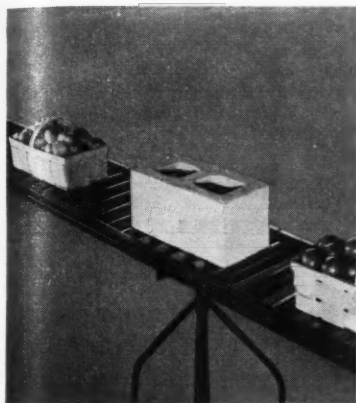
(Left) Island Equipment Corp., Long Island City, N. Y., offers the Styl-O-Veyor Jr. This conveyor, claimed to have low first cost and high efficiency, works in reverse and lifts at 32 deg. angle. Has three-ply belt and is powered by aluminum motor. Load bed is of 10 gauge steel; support frame is also steel, with support frame struts, cross members and arm all welded. Casters are ball-bearing.



(Left) Double shelf insert, which is really a two-shelf shell with coarse mesh wire screen on back is made by Unistrut Products Co., Chicago. Screen permits identification of contents from back and is cheaper than sheet steel. Hanger iron strips brace shell. Inserts are useful for storing hardware and similar items, and can be moved by fork truck to any location.

(Right) Air operated "explosion-proof" fork truck is offered by Crescent Truck Co., Lebanon, Penna. This truck operates at 90 lbs. per sq. in. pressure, and can operate with maneuverability over 18,000 sq. ft. of floor using 75 ft. of $\frac{3}{4}$ in. hose. Truck chassis comes in 2,000 lb. and 3,000 lb. capacities. The fork truck is said to be especially useful in the chemical, paint, oil, explosive and drug industries.

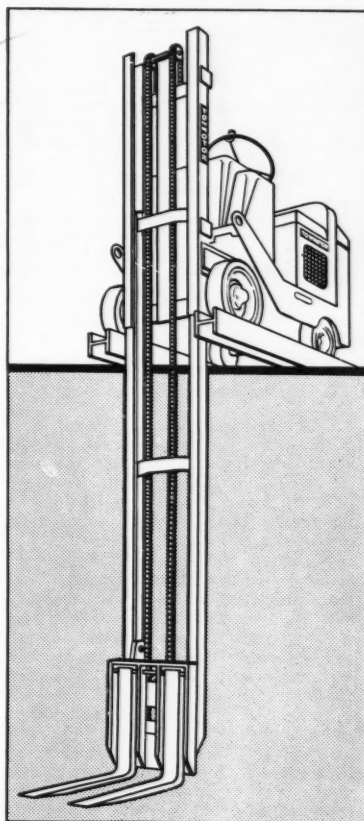




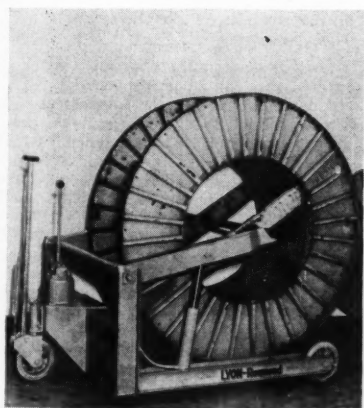
(Left) Speedway Conveyors, Inc., Buffalo, N. Y., has SpeedTUBE, a tubular (roller) conveyor for gravity movement of unpackaged or packaged items. SpeedTUBE can support 600 lbs. in ten foot sections; frames are of two by one by $\frac{1}{8}$ in. channels with T-section cross members. Rollers are 18 gauge steel with two in. diameter ball bearings at each end. Tools not needed for hookup of sections.



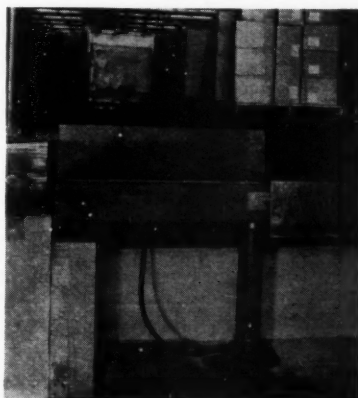
(Right) "Elevator" fork truck designed to lower and raise heavy loads between balcony and floor area is announced by Towmotor corp., Cleveland, Ohio. Non-tilt mast and carriage assembly permits forks to drop up to 98 in. below balcony level. Capacity loads can be raised from lower level to 10 in. above balcony floor. Capacity is 2,000 lbs., at 15 in. load centers. This special development (not a standard item) can run on extended runways from balcony level. The unit is mounted on a Model LT-40 truck and is said to have high maneuverability. Outside width of carriage is 21 in. The truck is believed to have use in a number of industries and can be built in various capacities and heights-of-lift.



(Left) Thermacote Co. (Newark, Los Angeles and Portland) offers the Lifteruck, a device designed to aid moving of refrigerators, showcases and similar heavy and bulky objects. Company believes warehouses and loading docks can use this device, which has load capacity of 2,500 lbs. Has ball-bearing rubber tires and non-hydraulic lever action for lifting. Less than one inch clearance is needed for blade insertion.



(Left) Cable reel truck designed to handle reels of various diameters and widths without adjustment is manufactured by Lyon-Raymond Corp., Greene, N. Y. Trucks come in different sizes and capacities. One model has 23 in. lift and handles reels of 24 to 60 in. diameter and to 36 in. wide. Capacity is 4,000 lbs. Other models range from 2,000 to 10,000 lbs. Single speed hydraulic hand pump helps elevate arms; release lever controls lowering.

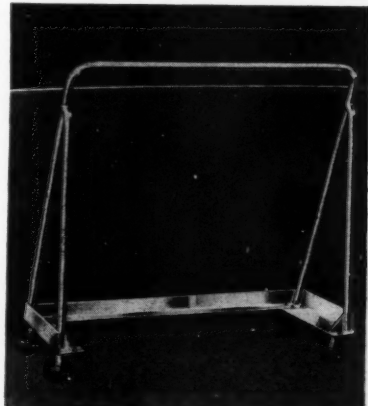


(Right) Adjusta-Dock said to cut down heavily on time and dock space usage is offered by Rowe Methods, Inc., Cleveland, Ohio. Dock has push button controls and hydraulic ram is quickly adjustable, according to the company. Photo shows dock in open and close position. Adjusta-Dock, it is stated, may be easily installed in existing docks.



(Left) A crane block, with capacity of 10 to 50 tons, is available for all hook work from American Hoist and Derrick Co., St. Paul, Minn. Block has shorter overall length, it is said, and permits up to two foot higher lift without lengthening boom. Forged hook works on Timken bearings; sheaves work with Hyatt bearings. Lubrication is required each 2,000 hours.

(Right) New one-man light-weight hand truck has been put on the market by Honeyman Mfg. Co., Portland, Ore. Model C is four-wheel model for handling flat loads such as plywood, building board, marble, etc. Item is made of aluminum alloy pipe fitting into angle wheel base. Truck is 48 in. high, 45 in. long and 28 in. wide. Capacity of 50 lb. truck is 600 lbs. with four-in. casters and 1,200 with six-in. casters.



Classified and alphabetized by organization for the convenience of the reader

Air

L. R. Hackney, Lockheed Aircraft Corp., Burbank, Calif., speaking before the 70th annual meeting of the American Society of Mechanical Engineers in New York Nov. 29, stated that the development of the great potential existing in air freight can only come when adequate and properly planned terminals exist together with better ground handling and loading. "While the airline operators have made commendable improvements in the airborne phase of air freight movement through faster and increased flight schedules, interline agreements and introduction of uniform air bills, there has been little, if any, advancement in cargo handling and loading. Quite frequently, he stated, the cost of handling from origin to airfreighter and from plane to consignee was about equal to the cost of air haul itself. Also, time expended by freight on the ground often exceeded time in the air."

Mr. Hackney felt that cooperation between terminals and operators would prove mutually profitable and pointed out that "The tonnage of air freight has reached proportions which warrant careful scrutiny with the view of augmenting the revenue of the air terminal through offering efficient freight terminal facilities."

A three-judge court has upheld action of **President Truman** in following the recommendation of the CAB to approve establishment of a Canadian airline from Montreal to New York which would directly parallel the Colonial Airlines, Inc. route between those cities. Colonial objected on the ground that this involved an unconstitutional delegation of legislative power. Legal (or political) aspects to the contrary notwithstanding, the decision is bad news to an airline that is an important link in our domestic commercial activities.

Materials Handling

Materials Handling Society of New Jersey conducted members through the **Allen B. Dumont** television plant in East Paterson to study the materials handling system, which included tractor-trailer trains.

The government thinks it did a fine job on cable replacement out on the Pacific Coast, but we happen to know that **Silent Hoist** and **Crane** helped to do a better one. It seems that the San Francisco Port of Embarkation used a tractor to pull out a mile of old cable and replace with new in nine hours instead of a week's time, under old methods, and used fewer men,

on a 100 ft. stiff-leg crane. Fine, but suppose you had limited space and couldn't use a tractor? The C & O did as efficient a job on a crane at Newport News—one that is used to pick up full coal cars and dump them. The railroad used an electric winch of 15 h.p. with at least equal efficiency. In both cases, the old cable was spliced onto the new, and the end of the old got the tugging.

Elmer F. Franz, University Heights, Ohio, has been elected treasurer of The Yale & Towne Manufacturing Co. Mr. Franz has resigned as comptroller of the Weatherhead Co., Cleveland, with which he was associated for the past 7 years.

Motor Carriers

Geo. F. Alger Co. has just bought for future delivery 50 flat-bed trailers with Nailable Steel Flooring, a product of Great Lakes Steel Corp. This flooring heretofore has been used on a great number of railroad freight cars, and the use on trucks is complementary, furthering the integration of transportation media and functions. The trailers are being built by Fruehauf Trailer Co. The new flooring is expected to be highly resistant to heavy loading by fork truck and take innumerable loadings without damage.

R. C. Jordan, McNight Transfer & Storage and Curry Motor Lines, Amarillo, is president of the newly organized Amarillo Motor Carriers Assn.

The American Assn. of State Highway Officials will ask the next session of Congress for a special \$210 million Federal aid program for the "Interstate Highway System"; the matching formula would call for 75 percent Federal and 25 percent state contributions. The moneys from the Federal government would be distributed on the basis of state population, with no state receiving less than 3/4 of one percent. The above sum is only part of total moneys asked, the interstate plus primary system and urban totalling \$810 million annually from Washington, compared with \$450 million under the present authorizations expiring with fiscal 1951. Other proposals are designed to give increased autonomy to the states on the use of Federal funds.

The Freight Claim Council of the ATA held a three-day session in New Orleans, ending Dec. 1. A Claim Liability Clinic was conducted by **John M. Miller**, Chief of the ATA Freight Claim Section, and

forum was conducted by **T. W. O'Neill**, Chairman of the Freight Claim Council. Other participants included **D. J. Scheckter**, Associated Transport, Inc., who asked for a strong program to educate top management on the importance of claims prevention; **A. J. Evenson**, Decatur Cartage Co.; **J. R. Mathews**, Great Southern Trucking Co.; **Sam T. Meadors**, Red Arrow Freight Lines; and **Max Cooke**, McLean Trucking Co.

Henry E. English, president of the American Trucking Assns., Inc., has announced the reappointment of **George H. Tiernan**, Motor Transport Co., Milwaukee, Wisc., as chairman of the association's Industrial Relations Committee. **Ray Lilienquist**, Inland Freight Lines, Salt Lake City, and **C. H. Ozee**, Hayes Freight Lines, Mattoon, Ill., will serve as vice chairmen. **Ben R. Miller**, director of ATA's Industrial Relations Department, will continue as the committee's secretary.

Over 100 accountants from 25 states attended the fall meeting of the ATA's National Committee on Accounting at Chicago, Nov. 18. **J. H. Fles**, vice president, Associated Truck Lines, Grand Rapids, Mich., asked for a new rate structure, one built on carrier economics and superseding the present one which he held had elements of discrimination.

Gilbert J. Parr, head cost analyst, ICC Bureau of Accounts and Cost Finding, urged more respect for rules on segregation of expenses when carriers reported to the ICC and stressed the importance of the data. Other speakers included **Walter Denkman**, Dohrn Transfer Co.; **A. F. Scott**, Associated Transport, Inc.; **O. W. Babcock**, United Air Lines; and **J. Frank Dickson**, H. B. Church Truck Service Co.

Among the new officers of the Associated Motor Carriers of Oklahoma are: vice president of household goods division, **Jake Miller**, Kings Van & Storage Co.; directors, household goods division, **Phillip Hamman**, Joe Hodges Warehouses, and **T. R. Hodge**, O K Transfer & Storage.

John J. McCarthy has been elected executive vice president of Associated Transport, Inc. **Henry E. Howell** has been elected vice president in charge of sales and traffic and **William P. Davis** has been elected vice president of the southern division.

Announcement has been made that Atlanta-New Orleans Motor Freight Co.

has opened a new terminal in Pensacola, Fla., and that overnight service from and to Pensacola will be rendered in connection with terminals in Atlanta, Montgomery, Mobile and New Orleans.

A novel first-aid station plan comes out of Spokane, Wash. Beardmore Transfer Line, operator of trucks and cranes, has trained its operating personnel in first-aid, and installed kits together with stretchers and other equipment. Thus the trucks will be emergency stations wherever they go, and can be called upon by anyone.

Continental Transportation Lines, Inc., has opened new quarters in the Stanley Terminals, Dayton, Ohio. The firm was formerly located at 929 Deed Ave.

Henry L. Charlton, president of the Highway Trailer Co., announces the appointment of C. D. Kuck as general manager of sales of the company.

The Idaho Motor Transport Assn. elected Ezra Hawkes, Pocatello as its new president. He succeeds V. L. Middleton of Boise.

The ICC, on its own motion, is investigating the reasonableness and lawfulness of rates, etc., prescribed by Consolidated Freight Classification No. 18, rule 34. Intent is to make findings and prescribe rates and other provisions. Investigation is at the suggestion of the State Commissions of Washington and California.

L. L. Cole, Rock Island Motor Transit, was elected president of the Iowa Motor Freight Accountants Assn. at its annual meeting. Other officers were: vice president, C. A. Gracey, Iowa-Nebraska Transportation Co.; and secretary-treasurer, L. M. Smith, Bruce Motor Freight, Inc.

John E. Maltby was re-elected chairman of the Irregular Route Common Carriers Conference in Boston. J. B. Cole, Jr., is vice chairman; Peter D. Serra, treasurer, and R. Y. Sharpe, secretary.

The National Motor Freight Classification Committee of the American Trucking Associations was formally dissolved and an independent National Traffic Committee was created in its place. The new committee has the power to investigate, consider and make recommendations with respect to all matters affecting the classification of commodities and finally decide, fix and prescribe the context, provisions and ratings of the National Motor Freight Classification. Henry E. Howell, Associated Transport, New York, was elected chairman of the committee to serve until June 30, 1950.

Regulated truck lines engaged in the transportation of perishable foods have formed The Refrigerated Carriers Association, with headquarters in Atlanta, Ga., for the purpose of establishing minimum standards in their field of transportation. Howard G. Mathews, Mathews Trucking Corp., is president of the association.

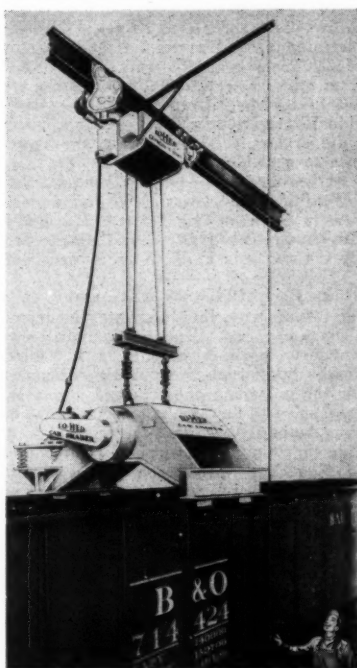
Mr. Mathews said that the association was seeking to insure the protection of public health in the transportation of perishable foods from producer to consumer, and hoped to obtain their objec-

tive through cooperation with the ICC and state regulatory agencies.

Carl M. Stromberger has resigned as secretary of the San Antonio Assn. of Motor Carriers. Mr. Stromberger has performed the duties of that office since 1946.

The new, 16-door freight terminal of Strickland Transportation Co., Inc., is nearing completion. J. Raymond Weber, director of safety, reported that the company in the last few months has replaced practically all of its over-the-road equipment with tandem trailers, thus providing greater carrying capacity per schedule trip. The new terminal is at 1427 South Third St., St. Louis, Mo.

Topeka Kansas Van & Storage Co., Inc., recently moved 165 families from an Idaho town to Topeka and 85 families in the reverse direction. This is believed to be one of the largest household goods moves experienced in Kansas.



A Lo-Hed Car Shaker which makes emptying of hopper-type cars easy for one man in minutes is offered by American Engineering Co., Philadelphia. The Shaker comes in combination with a Lo-Head five-ton twin-hook hoist and controls, or with a single hook five-ton hoist and controls. It is also available separately for existing hoisting equipment.

At present, emptying cars involves two to six men and several hours of work. The new device provides fast unloading of coal, ores, sand, cinders, rock, coke, slag and other loose material.

A slack-line switch is provided. The Shaker cannot be operated until it is in position; the motor trolley cannot be started when the Shaker is in operation. This double safety feature comes with Lo-Head motorized trolley hoists furnished with Shaker combination. When a hand-gear trolley hoist or bolt suspension type is selected, interlocking trolley control is omitted.

Truck-Trailer Mfrs. Assn. has approved a policy statement on vehicle sizes which reads in part as follows: "The TTMA believes that the various states should adopt motor vehicle size and weight regulations as nearly uniform as possible, giving due regard to differences in terrain and established business practices. We believe the size and weight restrictions should be designed to protect the investment of the people in their pavements and bridge structures, but we do not believe that any restrictions should be applied for the purpose of diverting traffic from the highways to competing modes of transportation."

Viking Freight Co.'s new terminal in St. Louis covers an area of 21,600 sq. ft., has a semi-basement for offices and employe quarters and has 54 doors for loading-unloading.

G.F.D. Lines, Inc., one of Southern California's oldest motor freight carriers, has been bought by the Watson Bros. Transportation Co. The purchase extends the Watson western authority to include direct service to San Diego, Phoenix, Tucson and other California and Arizona points.

Packing & Packaging

Henry J. Howlett, president of Container Laboratories, Inc., announced that Allyn C. Beardsell, headquarters supervisor of merchandise packaging and warehouse methods, Western Electric Co., will resign his post to accept an appointment to the staff of Container Laboratories.

E. E. Ames, Crawfordsville, Ind., has been elected chairman of the board of directors of the General Box Co., Chicago. W. C. Embry, vice president in charge of Louisville plant, and J. F. Ferguson, vice president and sales manager, have been added to the General Box Co.'s directorate.

Isaac E. Thomas, purchasing research, Ford Motor Co., was elected president of the Michigan division, Society of Industrial Packaging and Materials Handling Engineers, for the 1949-50 term. Other officers elected are: vice president (packaging), F. F. Holt, packaging engineer, G.M.C. Truck & Coach Division; vice president (materials handling), Walter Euend, materials handling engineer, Budd Co.; vice president (transportation), Edwin F. Avery, traffic manager, Fruehauf Trailer Co.; secretary, LaVerne D. Cantine, packaging engineer, Eddy Paper Co., and treasurer, Randall E. Crabb, packaging engineer, Acme Steel Co.

Annual dinners can be pretty boring. But the session put on by the Society of Industrial Packaging and Materials Handling Engineers (Eastern Division) at the Henry Hudson Hotel, New York City, Oct. 31, was most interesting. W. Gordon Bennett, with his usual good pacing, gradually built up interest for Paul Paulsen, treasurer of the Society and with Wm. H. McGee Co. When the latter rose to speak, he had the rapt (no pun on packaging intended) attention of the several dozen members present.

Mr. Paulsen had just returned from a trip through and around Latin America, and he had a pretty sad story to tell about "Port & warehouse conditions and methods of handling cargo in South America."

Callao . . . modern port . . . most unloading by ship's gear. Pilferage is as bad as in Chile. Open invitation to thieves . . . they know in just what part of a crate are batteries or distributors . . . they always find them in the same part of the container, and pull out a board or two to get the auto parts . . . might be a good idea to switch around the location of parts, despite blueprints and general practice. Havana . . . labor resents modern equipment . . . may be put on to avoid using labor saving devices . . . Communist-dominated labor . . . system of rotation of gangs leads to new crews each morning, some being inefficient.

Dr. Louis C. Barrai, U. S. Testing Company, Inc., followed with a brief survey of infestation problems arising from shipment by ship and truck to warehouse and storage. One of his criticisms was directed at filth, such as food remnants, which resulted in infestation, and suggested frequent washing of floors and walls. Dr. Barrai then discussed various chemicals and their properties as repellents or odor removers. Robert G. Anderson then concluded with a discussion of instrument packaging.

Railroads

William T. Faricy has been re-elected as president of the Association of American Railroads by the board of directors in Chicago, November 18. Other officers renamed were: J. Carter Fort, vice president and general counsel; James H. Aydelott, vice president in charge of Operations and Maintenance Department; Walter J. Kelly, vice president in charge of Traffic Department; Edward H. Bunnell, vice president in charge of Finance, Accounting, Taxation and Valuation Department; Dr. Julius H. Parmelee, vice president and director of the Bureau of Railway Economics; Robert S. Henry, vice president in charge of Public Relations Department; James M. Souby and Thomas L. Preston, general solicitors, and George M. Campbell, secretary-treasurer.

Chief executive officers from the West are: C. H. Buford, president, Chicago, Milwaukee, St. Paul & Pacific Railroad; C. E. Denney, president, Northern Pacific Railway; F. G. Gurley, president, Atchison, Topeka & Santa Fe Railway; A. T. Mercier, president, Southern Pacific Co.; P. J. Neff, chief executive officer, Missouri Pacific Lines; A. E. Stoddard, president, Union Pacific Railroad; and R. L. Williams, president, Chicago and North Western System.

Those from the East are: Walter S. Franklin, president, Pennsylvania Railroad; P. W. Johnston, president, Erie Railroad; G. Metzner, president, New York Central System; Roy B. White, president, Baltimore and Ohio Railroad; William White, president, Delaware, Lackawanna & Western Railroad; and Laurence F. Whittemore, president, New York, New Haven and Hartford Railroad.

Southern executive officers are: C. McD. Davis, president, Atlantic Coast Line Railroad; J. B. Hill, president, Louisville & Nashville Railroad; Ernest E. Norris, president, Southern Railway System; and L. R. Powell, Jr., president, Seaboard Air Line Railroad.

The freight loading and container section of the Association of American Railroads has announced the transfer of A. E. Bourdon, engineer, from Chicago headquarters to the New York office located at 30 Vesey St.

The Litchfield & Madiscen Railway Co., St. Louis, Mo., has announced appointment of G. D. Rox as southern traffic manager at Birmingham, Ala.

"Monthly Comment on Transportation Statistics" for November reports that net railway operating income for the first nine months of 1949 dropped 33.6 percent from the same period of 1948. All regions show much the same decline. As of August 31, quick assets to total current liabilities were down from 93.3 (percent) in 1948 to 85.0 (percent), and net corporate working capital declined 18.8 percent. Other measures of earnings and revenue show the same picture. On page 7, it is indicated that "there was an increase in average haul per ton per road from 217.5 miles in August, 1948, to 218.5 miles in August, 1949."

The same report analyzes age of freight cars, comparing 1939 with 1949. It would appear that 35 percent of all freight carrying cars were over 25 years old in 1949; in 1939 25 percent. Intermediate age categories show decreases ("somewhat curiously," the report remarks) and cars one to five years and six to 10 years show an increased proportion of the total. Of the 611,070 cars over 25 years old, 338,204 were over 30 years old. These figures are not so curious; irrespective of how individual categories behave, when you don't build or buy, the cars tend in the aggregate to get older.

Paul H. Draver, was elected vice president in charge of traffic for the Milwaukee Road, with headquarters in Chicago. Mr. Draver succeeds E. W. Soergel, deceased.

The Port of New York Authority, in a brief filed with the Interstate Commerce Commission, has asked the Commission to reverse a decision putting "a \$3,000,000 yearly burden on New York consumers for the unloading of fruits and vegetables rail-hauled to the Manhattan market." The Port Authority asks that the railroads provide the "simple delivery" of commodities to New York as they are paid to do. "Simple delivery" was described as placement of commodities where they can be picked up by the consignees, whether in a freight car or on a platform. In this case, it was stated, the location is the floor of pier stations along the Hudson River in Manhattan to which freight cars are carried on floats. Merchandise cannot be reached by consignees until transferred to the pier floor, and it is for this unloading that the railroads imposed "an extra charge." This extra charge, it is stated, not only violates the Interstate Commerce Act, which obligates the railroads to deliver merchandise to points available to consignee, but wipes out the practice of simple delivery which has been upheld by the ICC and the courts for more than fifty years.

Current reliable opinion on the new gas turbine-electric locomotive is that it has valuable uses, but does not mean a revolution in railroad motive power. It is able to develop twice the h.p. of a diesel of the same size and uses low-grade bunker "C" oil; research into bituminous coal may eventually permit coal usage. The Union Pacific is now testing it. Turbine locomotives are basically suited to long hauls. General Electric provided the electric unit.

Union Pacific reports completion of the 6,706 ft. Altamont tunnel in Wyoming, eliminating "the only stretch of single

track" along the main line, west of Omaha. The railroad also advises that its new \$2.5 million signal project on the Omaha-North Platte stretch involves automatic cab signals. The present activity on the road reflects the energetic leadership of A. E. Stoddard, president since March 1.

A modified Rule 10 (mixed carloads) for application from, to and within Western Trunk Lines and Southwestern Freight Bureau territories has been approved and will shortly be published. Furniture and furniture parts have been added to those articles on which the proposed rule will not apply. As revised, a mixed carload shipment will be charged for on the basis of respective carload rates applicable on each commodity in the shipment and actual weights.

Traffic

The election of Nicholas J. Schuldt, Jr., Master Fast Freight Service, Inc., as president of the Alumni Assn. of Traffic Managers Institute, New York, has been announced by the association. Other officers elected included: first vice president, William Flacks, Hunter Douglas Corp.; second vice president, Barnett Osopsky, Inter-Maritime Forwarding Co.; secretary, W. C. Reeves, 20th Century Paint & Varnish Corp.; and treasurer, Arthur B. Chapman, General Cable Corp.

Appointment of Frederick G. Freund as director of the traffic department, American Trucking Assns., was announced by Henry E. English, president of the ATA. Mr. Freund succeeds the late Carl J. Jackson. He holds the rank of lieutenant colonel in the Army's Organized Reserve Corps in command of Headquarters, 337th Transportation, Highway Transport Group. Mr. Freund is also a registered practitioner before the ICC and a member of the Washington Traffic Club.

Francis C. Tighe has been appointed chairman of the club publications committee of the Associated Traffic Clubs of America, succeeding the late Edwin H. Henken.

John G. Sullivan has been appointed to the newly-created post of traffic manager of Canadian Gypsum Co., Ltd., a wholly-owned subsidiary of U. S. Gypsum Co., Chicago.

George P. Lenz, Adkins Transfer Co., has been elected president of the alumni association, College of Advanced Traffic, Chicago. Sam Young, Jr., ABC Freight Forwarding Corp., was elected vice president.

Joseph A. Russell has been appointed to the newly-created position of western traffic manager of the Erie Railroad, with headquarters in Los Angeles. The new office was established as an added convenience and service to shippers of fruit, vegetables and manufactured products.

Ted W. Brandes, traffic manager, Rexall Drug Co., was elected president of the Los Angeles Traffic Managers' Conference for 1950 at the group's annual dinner Dec. 1. He succeeds Willis E. Maley of the Pacific Coast Borax Co. Mr. Brandes has served consecutively as treasurer and vice president in the past two years. He has been traffic manager at Rexall for four years.

William T. Davidson was named to the newly-created position of general traffic manager of National Gypsum Co.

Irving F. Lyons, traffic director, California Packing Corp., San Francisco, became the first westerner ever elected president of the National Industrial Traffic League. Also **Walter A. Rohde**, manager of the Transportation Department of the San Francisco Chamber of Commerce, was elected Pacific Coast vice president of the National Industrial Traffic League.

The Newark Traffic Club will hold its Annual Dinner at the Hotel Robert Treat, Newark, N. J., on January 26. **John S. Burchmore**, chairman of Public Affairs Committee, Associated Traffic Clubs of America, and general counsel of the National Industrial Traffic League, will be the guest speaker. The chairman of the Annual Dinner Committee is the immediate past president of the Club, **Ralph A. Travisano**, traffic manager, Worthington Pump and Machinery Corp.

Frank J. McGreevy, Newark traffic consultant, was elected president of the New Jersey Industrial Traffic League. Other officers elected are: vice president **Frank P. Martino**, traffic manager, Reilly Tar and Chemical Corp.; treasurer, **Joseph Meade**, traffic manager, Gibraltar Corrugated Paper Co.; the executive committee—**Milton Goldstein**, traffic manager, Serutan Co., and **George Gundersen**, assistant traffic manager, Port of New York Authority.

The New York, Chicago & St. Louis Railroad Co. has announced the establishment of a general freight traffic office at San Francisco. **Ralph R. Deahl**, now assistant general freight agent at Chicago, will act in the capacity of freight traffic manager.

At the monthly meeting of the Oakland (Calif.) Traffic Club, the following officers were elected for the year 1950; president, **J. W. Holleman**, assistant manager, Merchants Shippers Association; vice president, **J. P. Sanders**, traffic manager, Gerber Products Co.; secretary, **R. D. Stokes**, assistant traffic manager, Howard Terminal; treasurer, **Dwight Yeaman**, office manager, Haslett Warehouse.

Appointment of **J. M. Carey** as general traffic manager of Owens-Corning Fiberglas Corp. was announced by **W. P. Zimmerman**, executive vice president. Mr. Carey formerly was traffic manager of Krafco Container Corp.

The Pittsburgh Steel Co. has announced the appointment of **Richard N. Shields** as general traffic manager and **Charles F. McBride** as traffic consultant.

William M. Miller, district manager of Interstate Freight Lines, Inc., Portland, Ore., has been elected president of the Portland Transportation Club. **R. F. Dite-wig**, Crown-Zellerbach Corp., was named vice president; **C. W. Laird**, Canadian Pacific, secretary; and **H. R. McNally**, Santa Fe, treasurer.

Fred L. Lockhart has been made general traffic manager of Savage Truck Line, Inc., Norfolk, Va. Previously he had been on the ATA's National Classification Board.

Alfred J. Bover has been appointed traffic manager of Skyways Freight Forward-

ing Corp., N. Y. With 26 years of experience in the transportation field, Mr. Bover held executive posts in the traffic department of the Lehigh Valley and the New York, Ontario & Western Railroads.

Charles C. Correll has been appointed freight traffic manager of the Southern Railway System, with headquarters in Chattanooga, Tenn., succeeding **George W. Frank**, deceased.

The Texas Transport & Terminal Co., Inc., announces the appointment of **R. T. Behannon**, previously general manager of the Houston Port & Traffic Bureau, as traffic manager, with headquarters in Dallas.

Hubert F. Hastings, general agent, Frisco Lines, was installed as the new president of the Traffic Club of Memphis. Mr. Hastings succeeds **E. L. Burgen**, traffic manager, Quaker Oats Co. Other officers installed included **W. H. Crutchfield**, general freight agent, Road Express, Inc., first vice president; **Everitt C. Harris**, traffic manager, Allied Mills, Inc., second vice president; and **N. C. Osborn**, general agent, Seaboard Air Line Railroad, secretary-treasurer.

James W. Harley, director of traffic, United States Rubber Co., has been elected president of the Traffic Club of New York. Mr. Harley is a member of the executive committee of the National Industrial Traffic League. He is also a member of the Atlantic States Shippers' Advisory Board, the Shippers' Conference of Greater New York, New England Traffic League, Boston, The New England Traffic Club and the National Freight Assn.

The 38th Annual Dinner of the Traffic Club of Philadelphia will be held on Jan. 17 at the Benjamin Franklin Hotel, according to an announcement by **Robert Maguire**, president. **John D. Gill**, noted economist, will be guest speaker and **Lawrence F. Whittemore**, President of the New York, New Haven and Hartford Railroad, will be the toastmaster. **Richard C. Colton** is chairman of the Dinner Committee.

Ralph R. Dawson has been appointed to serve as traffic manager and traffic and transportation systems specialist for the Wheel-dex Manufacturing Co., Inc.

Warehousing

Allied Distribution announces that among the 1949 additions to the group's roster are: Atlantic Stores, Inc., Boston; Cincinnati Terminal Warehouses, Inc., Cincinnati; Bayway Terminal Corp., Elizabeth, N. J.; Tri-State Warehousing & Distributing Co., Joplin, Mo.; Collins Transport & Terminal Corp., Miami, Fla.; Greensboro Bonded Warehouse, Inc., Greensboro, N. C.; Walk-up Drayage & Warehouse Co., San Francisco; Utley Transfer & Storage Co., Seattle; and D. H. Overmyer Warehouse Co., Toledo.

A new member of the American Warehousemen's Assn. is Finch Warehousing and Transfer Co., 58-60 South Commerce St., Mobile, Ala., **Thomas W. Finch**, owner.

In accordance with Article X, Section I, of the Constitution and By-Laws of the AWA, Merchandise Division, President **J. Leo Cooke** appointed the following Nominating Committee on Nov. 12 to nominate candidates for the offices of president,

vice president, and treasurer, and for vacancies occurring in the Executive Committee. Chairman of the Nominating Committee is **R. E. Abernathy**, Interstate-Trinity Warehouse Co., Dallas, Tex. Other members of the committee are **H. F. Hiller**, San Francisco Warehouse Co., San Francisco; and **L. T. Howell**, Terminal Warehouse Co., Philadelphia.

Caton Brothers have purchased the Fred VanDeventer warehouse and adjoining vacant land. The Caton Brothers expect to do some remodeling to provide shelter for their six-wheeler trucks and parking space for their trailers, as well as to create a repair shop where trucks and trailers can be serviced.

Walter H. Rathert was recently elected president of the Chouteau Avenue Crystal Ice & Cold Storage Plant, St. Louis. Vice president is **D. Calhoun Jones**; secretary, **Forrest L. Rossie**; and treasurer, **James T. Bouch**.

Organization of Co-Maha Warehouse, Inc., offering public warehousing, was announced by **John D. Satterfield**, president of the new organization. Other officers in the new organization are: vice president, **E. H. Lougee**; and **John P. Schoentgen**, secretary-treasurer. The organization is located at Schoentgen Company Building, Ninth St. and Broadway, Des Moines, Iowa.

At the annual meeting of the Dallas Manufacturers and Wholesalers Assn., Dallas, Tex., November 29, 1949, **R. E. Abernathy**, president, Interstate-Trinity Warehouse Co., was elected a director of that organization.

Hamman Bros. Transfer & Storage Co., Decatur, Ill., has acquired a warehouse in Tulsa, Okla., which will expand warehouse operations by over 100 percent. The Tulsa building has 125,000 sq. ft. plus rail siding and dock.

The Iowa Warehousemen's Assn. and the Central Warehousemen's Assn. met recently at Clinton, Iowa, and discussed warehouse and vehicle insurance and the uniform commercial code, the latter still provisional.

G. H. McKeag has been named president of Johnston National Storage Ltd., Vancouver, B. C., succeeding the late **Elmer Johnston**. Other appointments: **Harry Johnston**, general manager, and **D. M. Brown**, assistant general manager.

Gerard B. Johnson has been appointed general sales manager of Joyce Bros. Storage & Van Co. Mr. Johnson will direct the sales of six company warehouses in Chicago and Wolverine Storage in Detroit.

Kansas City Warehousemen's Assn., Inc., has elected the following officers: president, **Morris M. Stern**, Mid-West Terminal Warehouse Co.; secretary-treasurer, **Mrs. E. M. Busey**, Radial Warehouse Co.; directors, **O. S. Anderson**, Adams Transfer & Storage Co.; **C. C. Daniel**, Central Storage Co.; and **Harry Dale**, W. E. Murray Transfer & Storage Co.

D. Oliphant Haynes has resigned as vice president of Merchants Refrigerating Co., New York, to return to the field of consulting engineer specializing in warehousing and materials handling. He has offices at

(Continued on page 57)

Getting down to Cases

By LEO T. PARKER
Legal Consultant

WAREHOUSING

Things You Can Do

YOU CAN have a lien on stored goods for unpaid charges, although the amount of storage is not on the face of the warehouse receipt. Also, one who holds non-negotiable warehouse receipts as collateral has a valid lien on the goods although the rate of storage is not indicated on the face of the receipts.

For example, in *Sampsell v. Security-First Nat. Bank of Los Angeles*, 207 Pac. (2d) 1088, Calif., it was shown that a bank held, as collateral for a loan, certain warehouse receipts which failed to show on their faces the rate of storage charges per month or per season, as required by law. In subsequent litigation the higher court upheld the validity of the collateral.

For comparison, see *Sampsell v. Lawrence Warehouse Co.*, 167 F. (2d) 885. In this case, the higher court upheld the validity of warehouse receipts although the rate of storage was not stated "on their face." And again in *Boas v. DePue Warehouse Co.*, 230 P. 980, the higher court said: "A warehouseman issuing a non-negotiable receipt which contains a recital that the goods stored are subject to a lien for charges, is entitled to a lien to the extent of such charges, even though the amount is not stated in the receipt."

YOU CAN, when a legal employee, recover compensation under the State Workmen's Compensation Act for an injury which aggravated a preexisting disease. For example, in *Ice v. Industrial Comm. of Cal.*, 207 Pac. (2d) 963, Cal., an employee was employed by a moving and storage company. His duties included the driving of trucks and the moving of household goods of all kinds. One day he sprained his back, aggravating a pre-existing arthritic condition. He never was able to return to full time work at his former wage. In other words, he remained totally disabled. The higher court decided that the existence of latent arthritis incapacitating an employee by accident is *no bar* to recovery of compensation under the State Workmen's Compensation Act.

For comparison, see *Seiken v. Todd Dry Dock, Inc.*, 67 Atl. (2d) 131, N. J. Here an employee suffered a heart attack while he lifted a heavy load during his regular employment. The higher court refused to award compensation because the employee failed to prove that an unusual strain or accident preceded the illness. This court explained that proof of unusual

strain or extraordinary exertion *beyond mere employment* must be given, otherwise the employee will not be awarded compensation.

YOU CAN take advantage of a limitation clause in a warehouse receipt, if the owner of the goods fails to object to the reduced valuation on which the limitation clause is based. See *George v. Bekins & Storage Co.*, 205 Pac. (2d) 1037, Calif. Here the testimony showed that a warehouseman accepted goods, shipped by its owner, for storage before a warehouse receipt was issued. Subsequently the warehouseman mailed the warehouse receipt basing the monthly rates and responsibilities on a declared value *proposed by warehouseman*. The storage rates would have been higher had the owner stipulated a *higher value* for his goods than the value stated on the warehouse receipt.

The higher court held the warehouseman liable only for the reduced valuation since the owner of the goods retained the warehouse receipt without objecting to the limitation clause.

Also, this court held that if a warehouse company accepts shipped goods for storage before a warehouse receipt, limiting liability of the warehouse company for damage, is issued and accepted by the owner of the goods, the warehouse company is liable for an amount *not* in excess of what the owner of the goods told the warehouseman the goods were worth.

YOU CAN avoid liability for goods or merchandise either destroyed or damaged by an *accident* while in storage. For example, in *Watrous v. Sinoway Warehouse Co.*, 65 Atl. (2d) 473, Conn., it was shown that the Sinoway Warehouse Co., has operated a cold storage plant in North Haven since 1943. The equipment was second-hand when acquired but had been rebuilt and reconditioned and had been installed by a competent refrigerating engineer. One day a metal flange attached to one of the pipes of the cooling system suddenly split, causing free ammonia to escape and damage 2,200 boxes of stored apples. The owner of the apples sued the warehouse company for the full value of the apples.

In holding the warehouse company not liable, the higher court said: "There was no practical method of anticipating that the flange was in danger of breaking. Proper inspection of a plant of this character consists of looking at the pipes and employing the sense of smell to detect the presence of ammonia in the air. . . . The defendant (warehouse company) was not an insurer. The escape of free ammonia was an event which, under

the facts of this case, must be classified as an accident."

YOU CAN continue to use your warehouse, although it is on the bank of a navigable river if the testimony shows that it does not ordinarily prevent the use of the bank by the public. For example, in *Town of Madisonville v. Dendinger*, 38 So. (2d) 252, La., a city sued a warehouseman to compel him to remove his warehouse from a bank of a navigable river.

During the trial eight witnesses testified that water stood under the warehouse when the river rose to its ordinary high stage. Six witnesses testified that there was never any river water under the warehouse when the river was at its ordinary high stage. In view of conflicting testimony the higher court decided that the warehouseman need not remove his warehouse.

Things You Can't Do

YOU CAN'T refuse to immediately vacate real property on which your lease expired. There has been a great deal of controversy among warehousemen as to whether a landlord can compel a warehouseman to vacate leased premises *immediately* without allowing sufficient time for the lessee to remove his equipment. A recent higher court decided this question in favor of the landlord.

In *Balaban Corp. v. Channel Co.*, 83 N. E. (2d) 27, Ill., the owner of real property sued the lessee for immediate possession of the property. The testimony showed that in 1936 an agreement was made between the landlord and the lessee under which the original lease was extended to June 30, 1947, at which time complications arose and the landlord gave the lessee notice to vacate the premises *immediately*, within a day or so, and a suit was filed.

The counsel for the lessee argued that it could not vacate the premises immediately because it would take at least three weeks to remove the personal property, furniture, and equipment. The higher court ordered the lessee to immediately vacate the premises.

YOU CAN'T recover damages caused by a gas explosion, or electrical defect, if the testimony shows that you knew the danger existed and failed to notify the utility company. Hence according to a recent higher court a gas company may avoid all liability for an explosion of gas in a warehouse by proving that the owner of the property had knowledge of the dangerous condition and continued to use gas in the building. Under these cir-

circumstances the court will decide that the consumer was contributory negligent which evidence *always* relieves the gas company from liability.

For instance, in *Jelf v. Cottonwood, Inc.*, 178 Pac. (2d) 992, Kansas, it was shown that a warehouse owner had knowledge of the escaping gas for a period of approximately six weeks prior to an explosion. The higher court held the gas company *not* liable, saying that a gas consumer is contributory negligent if he continues to use natural gas in a warehouse building after knowing that gas is escaping.

YOU CAN'T arrest and convict one who makes a "deal" with a watchman in a warehouse to steal merchandise unless you prove the theft or the guilty one confesses his crime. For example, in *State v. Warren*, 42 S. E. (2d) 350, N. C., it was shown that one Warren made a deal with a watchman in a warehouse to pay the latter fifty cents a 100 lb. bag for stored sugar.

Thereafter, Warren came to the warehouse, pretended a holdup with the night watchman, and got the sugar. Later Warren and the night watchman *confessed*. Warren was sentenced to 12 years in the state's prison on conspiracy. The higher court approved the verdict, saying:

"There is plenty of evidence to show a conspiracy and it can make no difference where it was formed."

YOU CAN'T expect the Public Service Commission to authorize an increase of storage rates unless you prove by a uniform and dependable accounting system that you are not earning a reasonable income from your investment. For example, in *Lewiston Grain Growers, Inc. v. Rooke*, 207 Pac. (2d) 1028, Idaho, it was shown that a warehouseman made application for an increase in warehouse rates for handling and storing merchandise in North Idaho.

The higher court decided that before the Public Service Commission could increase the rates, it must have received evidence of rates existing for similar service in other states. Also, while warehousemen are entitled to reasonable return upon their investment from their warehousing operations, the Public Service Commission must base the increase on a uniform system of accounting. This court said: "The appellants (warehousemen) are entitled to a reasonable return upon their investment from their warehousing operations, regardless of what profits they may be making from other business activities."

YOU CAN'T expect to recover the cash value of insured goods damaged in a warehouse, if the policy contains a clause giving the insurance company the privilege to repair the goods. For illustration, in *Coleman v. Pennsylvania Fire Insurance*, 41 So. (2d) 477, La., it was shown that a warehouseman held an insurance policy insuring stored property to the extent of the actual cash value at the time of a loss but not exceeding the cost of repairing the property. Due to a wind storm, a stock of liquor bottles was damaged by labels and Federal Tax stamps slipping, discoloring and falling off.

The higher court decided that the

warehouseman could not recover from the insurance company the actual cash value of the stock of liquor, but could recover only the expense of procuring new labels and of adjusting with governmental agencies the matter of loss of or damage to the stamps.

YOU CAN'T avoid conviction if you file a false claim which enables the storer of goods to receive illegal payment for the goods from the government. For example, in *Boushea v. United States*, 173 Fed. Rep. 131, the testimony showed facts, as follows: Under the Agricultural Adjustment Act, one Evald stored certain potatoes with the Cold Storage Potato Warehouse Company. A government loan of \$3,436.44 was granted to him. The bins in which the potatoes were stored were sealed in such a way as to indicate that they were subject to a government loan. Under provisions of the law, the borrower could dump the potatoes which were found to be of low grade or had deteriorated. The warehouseman failed to dump the potatoes although Evald, the owner, received a release of his loan from the government. The testimony showed that a substantial part of the potatoes was cached on a farm.

The lower court convicted the warehouseman of having caused a false claim for reimbursement for the potatoes to be presented for payment to the Agricultural Conservation Association and he was sentenced. He appealed to a higher court which approved the verdict, and said: "Defendants (warehousemen) were engaged in the unlawful act of appropriating these potatoes to their own use. As the result of these unlawful acts of defendants, Evald secured credit on his government loan."

MARKETING AND PACKAGING

Things You Can Do

YOU CAN hold a manager, or other employe, personally liable in damages for his negligence. For example, in *Waters*, 40 So. (2d) 316, the higher court held a manager personally liable for his negligence when transacting business for his employer. This court said that any and all employes are liable, as well as the employer, where the employe performs an act which renders the employer liable. Hence, the damaged person can sue either or both the employe and employer. This is an Alabama decision.

YOU CAN prevent any person, firm, or corporation using a trade-mark likely to confuse the purchasing public. See *Triangle*, 167 Fed. (2d) 969. The testimony showed that a manufacturer of girdles began using as a trade-mark the word "seventeen." A magazine corporation had used this same trade-mark on its magazine for many years, and the publication's distribution is mostly to young girls. The higher court held that the manufacturer of girdles cannot use this trade-mark. In this instance the court held that not only may the public be confused but also the magazine corporation may suffer damaging effects to its reputation.

Activities

(Continued from Page 55)

30 Church St., New York. John E. Moore and Edwin M. Neylon were appointed vice presidents of Merchants Refrigerating Co. James W. Straub was appointed controller of the company.

J. P. Johnson, Washington, was elected chairman of the North Atlantic chapter, NARW. Vice chairman is C. B. Eddy, Providence; secretary, Carleton Peacock, Philadelphia; treasurer, Ray Tuller, Springfield, Mass. J. K. Dozier, Houston Terminal Warehouse and Cold Storage Co., was re-elected as chairman of NARW's Southwestern chapter. Other officers are: vice chairman, C. P. Metcalf; and secretary, D. A. Laird.

Officers elected for the ensuing year by the New Orleans Merchandise Warehousemen's Assn., Inc., are: president, Mrs. Noella D. Collins, Iberville Warehouses Corp.; vice president, Sal Palmisano, Dupuy Storage & Forwarding Corp.; treasurer, L. A. Kloor, Standard Warehouse Co.; secretary, Jay Weil, Jr., Douglas Ship-side Storage Corp.; directors: N. W. Dietrich, Dietrich & Wiltz, Inc.; E. B. Fontaine, Jr., Commercial Terminal Warehouse Co., Inc.; and C. A. Miller, Hayes Drayage & Storage Co.

Rigsby Transfer & Storage Co., Sweetwater, Tex., Gus Rigsby, owner, has become a member of the Southwest Warehousemen's & Transfermen's Assn.

Scobey Fireproof Storage Co. has been formally granted authority to establish a foreign-trade zone at San Antonio airport. In granting such authority, Secretary of Commerce Sawyer (who is also chairman of the Foreign-Trade Zones Board), said: "Your firm, being the first private corporation to secure a grant of authority to establish a foreign-trade zone, has an opportunity and a responsibility unique in the commercial world to perform a service for the business community by providing a new facility for developing trade." The Scobey company expects to have the zone operating within six months. The zone will include warehouses, manipulation area, cold storage rooms and other facilities.

The Southwest Warehouse and Transfermen's Assn. reports re the proposed uniform commercial code that the codifiers have introduced some valuable clarifications to the Code, but that omission of the phrase "for profit" (found in the Uniform Warehouse Receipts) also omits the distinction between public warehouses and cooperatives. The AWA executive committee is studying the proposed Code and will make its recommendations to the National Conference of Commissioners on Uniform State Laws in a few months.

Robert B. Rich, U. S. Security Warehouse, has been promoted from superintendent to manager.

Miscellaneous

S. W. Rolph, executive vice-president, The Electric Storage Battery Co., Philadelphia, has been elected president to succeed R. G. Norberg, who has been elected chairman of the board of directors.

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This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

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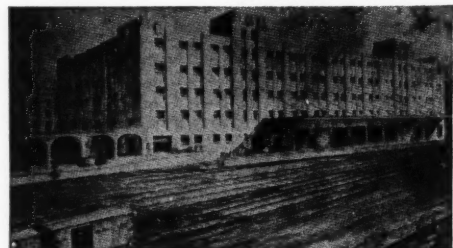
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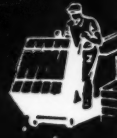
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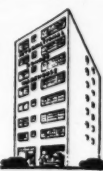
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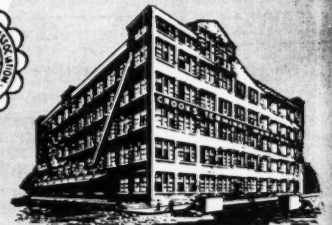
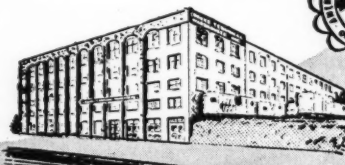
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Merchandise Storage and Pool Car Distribution

In a community consisting of Davenport, Bettendorf, Iowa—
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General Merchandise Warehousing
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100,000 square feet of sprinklered fireproof floor space.
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TRY OUR SUPERIOR SERVICE
56 years' warehousing nationally known accounts
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Daily reports of shipments and attention to every detail

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Lowest Insurance Rate. Pool Car Distribution. Private Sid-
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222,000 sq. ft. of floor space in buildings of brick-concrete-
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Low insurance rates. Complete-Motor-Freight-Facilities.
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Complete Branch House Service

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Formerly DOUGLAS SHIPSIDE STORAGE CORPORATION

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UNION WHARF, BOSTON 13

Connecting all railroads via
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Member of Mass. W. A.

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Wool, Cotton and General Merchandise
INDUSTRIAL SPACE FOR LEASE
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209,000 feet of sprinkled and heated space

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Cold Storage for Butter, Eggs, Poultry, Cheese, Meats
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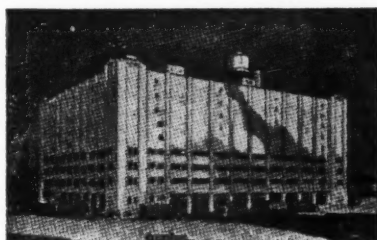
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Division of
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THE LARGEST COMPLETE WAREHOUSING AND
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PRIVATE N.Y.C. SIDING • DISTRIBUTION
TRUCKING • WINCH • VAN SERVICE
MERCHANDISE AND HOUSEHOLD GOODS



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The only modern fireproof warehouse in
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MOTHPROOF FUR AND RUG VAULTS
Local and Long Distance Moving
"WE KNOW HOW"
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... AT WAREHOUSE COST

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- Saginaw is a distribution point for Northeastern Michigan. Every merchandise warehouse facility is available at Central-Warehouse Co.
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1840 No. Michigan Avenue

SAGINAW, MICHIGAN



SAGINAW, MICHIGAN

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STEVENS BROTHERS

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Distribution and storage of merchandise.
Fireproof Warehouses—Motor van service.
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AGENT FOR GREYVAN LINES, INC.



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loading and unloading; Local delivery and pick-ups.
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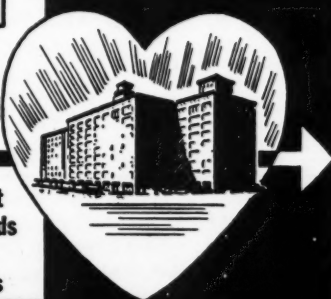
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and Firms are Arranged Alphabetically



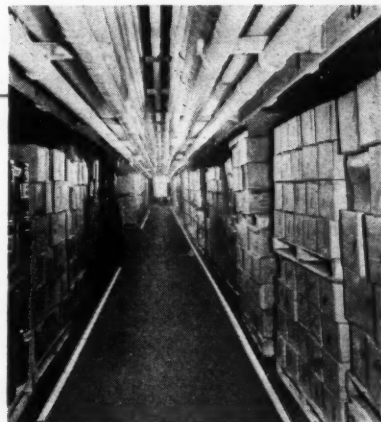
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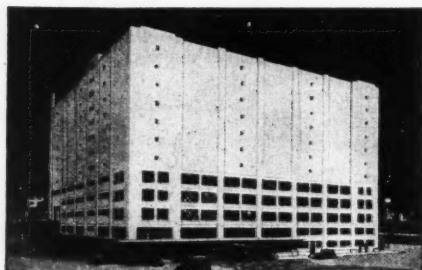
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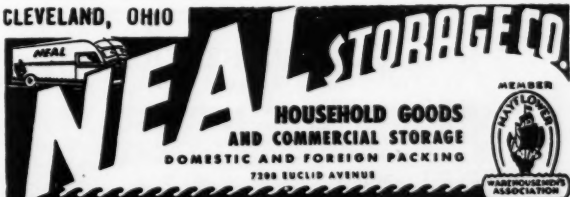
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A warehouse service that embodies every modern facility for the storage and distribution of Household Goods and Merchandise — Motor Freight Service.

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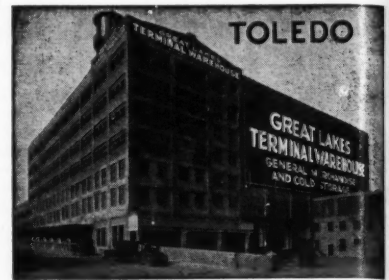


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CAR CAPACITY

800—COLD
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FOUR PRIVATE
SIDINGS
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COMPLETE WAREHOUSE FACILITIES

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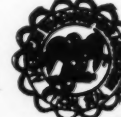
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2 Warehouses 41,000 sq. ft.



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70,000 sq. ft. of modern fireproof
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Motor Truck Service. Low Insurance Rates.

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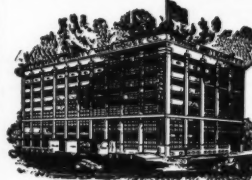
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Lowest Insurance Rates Automatic Sprinkler Watchman


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Established 1901

Forty-Nine Years

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Supervised by A. D. T. Service.

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Private Siding. Free Switching

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Bonded under the Laws of Texas

General Storage and Distribution from the Center of

East Texas. Specializing in Pool Car Distribution

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Since 1920

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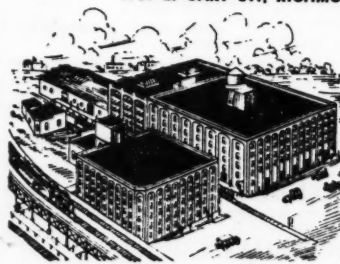
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Warehouse Corrosion

THE Bureau of Ships, Navy Department, publishes "Industrial Notes" on numerous subjects. Its issue No. 95, dated Aug. 8, 1949, discusses "Corrosion, Causes and Prevention." The following is an excerpt of particular interest to warehousemen:

"RUST PROBLEMS IN WAREHOUSING: All metallic equipment in storage is exposed to rusting influences unless it is either packaged to keep moist air out or protected so as to prevent rusting in the presence of moisture in air. Improved oils and greases can now be used which will protect standby equipment against corrosion.

"If the workpieces are to be packaged and stored indoors for a limited time only, and in a more or less temperate climate, most shops use comparatively light fluid oils. On the other hand, a much heavier quality rust-preventive

compound is used when the equipment is not completely sealed, or if it may be exported, or if it remains out of use for a long time and in fairly severe climates. This should be done even though it may be troublesome to remove the coating when the machine is put into operation. Many specialists suggest the so-called hot-dipping process for workpieces requiring long-time protection as the most adequate packaging for transportation purposes.

"The packaging of the workpieces is of utmost importance if the best service from any coating process is to be fully realized. That this plays an equally important part in the general process of rust-proofing can be readily judged from the large number of experiments conducted by the various shops of the National Military Establishment. While small parts may be wrapped in greaseproof paper, for

large parts (e.g. an aircraft engine) where the ultimate in protection is desired, a complete vapor-proof package is recommended with dehydrating agents inside.

"Surfaces protected with specially designed coatings often have to be cleaned later as the equipment is put into use. To clean such surfaces and remove these special greases and oils, use recommended petroleum solvents, such as clean kerosene which will remove all petroleum base compounds and is now used successfully against rusting of idle machinery and equipment, located either under cover or exposed to the weather. All these rust-proofing compounds have sufficient body to form a thick film which can be removed if the proper cleansing solvents are used. Though these compounds do not dry out hard, they should never be used as lubricants. The same applies to greases used for similar purposes."

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Wm. T. Laube, Jr., Secretary

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Heated—Unheated—Yard Storage
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Modern Handling Equipment
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Complete local and over-the-road truck services with 70 units of all types of equipment, including low-bed trailers, winches and cranes.

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CENTRAL

STORAGE AND WAREHOUSE COMPANY, Inc.

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It has been announced by B. R. Miller, director of industrial relations for ATA, that the first annual national forum on industrial relations in the trucking field will be sponsored by ATA's Industrial Relations Committee at the Hotel Statler, Washington, D. C., Jan. 30-31.

PORTSIDE HANDLING

THE conveyor industry has developed self-unloading ships that can discharge 10,000 tons of bulk cargo and neatly pile it ashore in about five hours, with as few as three men handling the conveyors and, if dock space permits, without the assistance of any shore-based equipment.

These ships need not be built specifically for self-unloading. Many very successful conversions have been made of cargo ships that have been operated for as long as 30 years by old-fashioned methods of unloading. In general, a self-unloader conversion consists of hoisting the hold to serve two belt conveyors symmetrically arranged on either side of the ship's center line. These conveyors deliver to an inclined pan conveyor which carries the cargo to the deck. At this point it is discharged to a boom conveyor, the boom of which is pivoted to the deck and carried by an "A" frame

structure. Some of these booms are as long as 275 ft. It may be swung over the side of the vessel and topped up to any desired angle, within certain limits. The boom conveyor discharges the cargo on the dock or, if desired, into railroad cars or other ships.

Conveyorized shore installations also have materially aided the shipper in keeping down his bulk cargo handling costs. From the island of Spitzbergen, within a few hundred miles of the North Pole, to the coast of Southern Chile, conveyors are mechanically loading ships with coal, iron ore, manganese, limestone and other bulk materials at rates of from three hundred tons an hour to ten thousand tons an hour. At this latter rate, dock-side spectators would almost think the ship was sinking.

In one instance, a system of movable gantries on the dock that suspend elevators feeding to belt conveyors have so drastically cut down the turn-around time of a ship transporting sugar, that she can make three round trips in the time

formerly required to make two. By carrying sugar in bulk instead of in bags and handling it by conveyor system, this ship operator has reduced his entire loading-unloading operation from 240 men and nine days to 20 men and three days.

One of the major problems besetting the maritime industry today is the cost of the time expended in stowing boxed cargo, which consumes some 25 percent of the total man-hours involved in loading. Three of America's newest and fastest round-the-world passenger-cargo ships, now being built for the American President Lines, indicate the way to solve the problem. By means of a system of elevators and conveyors, 1500 pieces of boxed cargo, of a maximum weight of 250 lbs., can be loaded in an hour. The boxed cargo is brought aboard through side loading hatches where portable conveyors carry it to the elevators that automatically discharge it to any of the lower cargo decks. In unloading the ship, the same flexible system saves a similar amount of time and money by reversing the operation.

Excerpts from speech by H. Van Thaden, Hewitt-Robins Inc., before ASME, New York.

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LARGEST AND MOST MODERN

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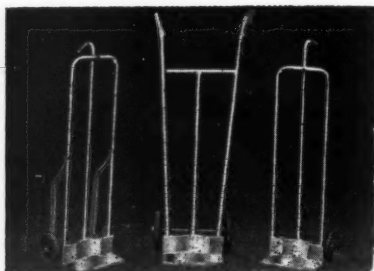
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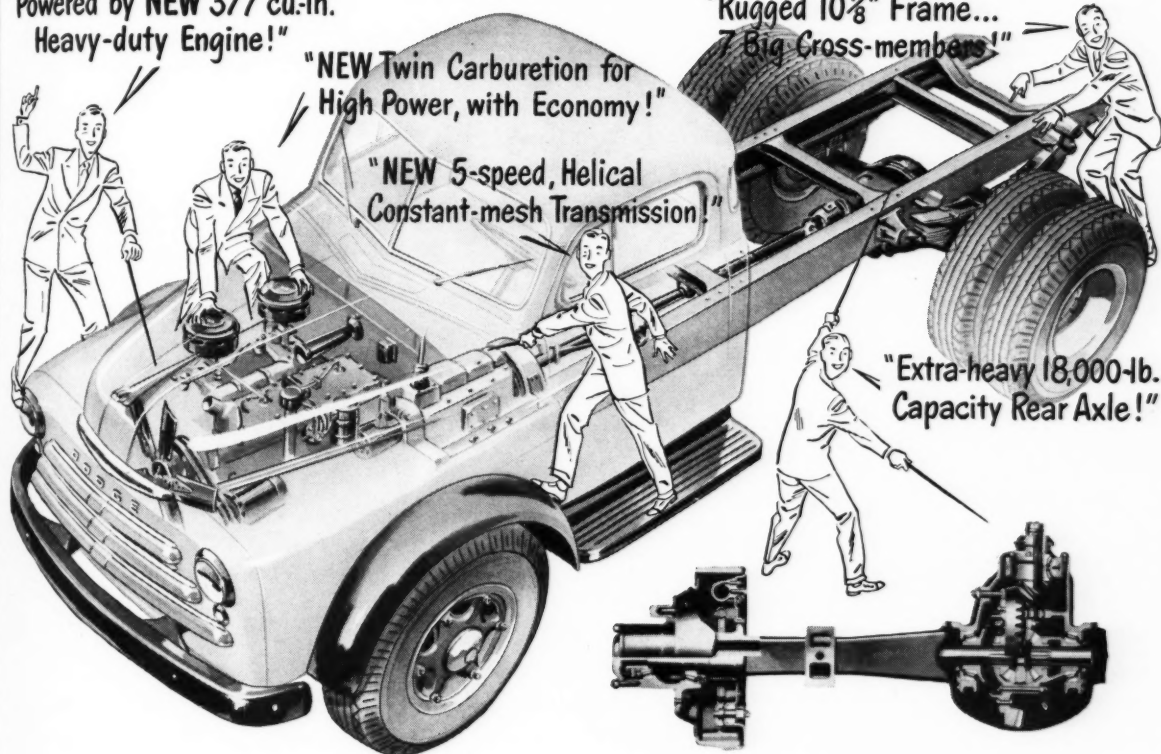
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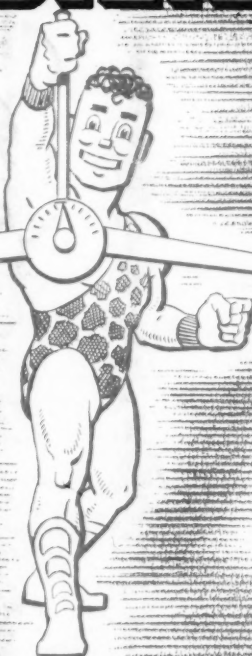
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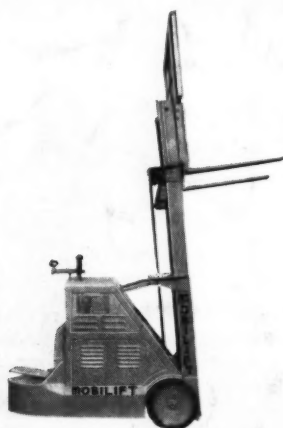
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